

# WORKFORCE INNOVATION AND OPPORTUNITY ACT LOCAL PLAN

## The Workforce Development Board and Consortium of Local Elected Officials of Virginia's Capital Region

FOR THE PERIOD JULY 1, 2024 – JUNE 30, 2028

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## 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)] and
- 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 Capital Region economy has made a strong rebound from the immediate impacts of COVID when in April of 2020 we experienced record high unemployment of 11%. At the fourth quarter of 2024, 12,901 jobs had been added from that historic low. The annual employment growth rate of 1.8% fares better than the national rate of 1.6% and tracks with Virginia's 2% rate. From 2023 to 2024 there has been a retraction in job postings, dropping 9.5% and suggesting perhaps less employer confidence in hiring.**

**Industries that give the Capital Region a competitive advantage in terms of concentrated employment (a location quotient greater than 1) include: Management of Companies – 2.14; Finance and Insurance – 1.42; Arts, Entertainment and Recreation – 1.38; Public Administration – 1.23; Real Estate and Rental and Leasing – 1.18 and Construction – 1.15.**

**The top 10 industries in terms of current employment include:**

Industry	Empl	Avg Ann Wages
Health Care and Social Assistance	89,123	\$66,252
Retail Trade	59,105	\$39,333
Educational Services	49,704	\$56,589
Accommodation and Food Services	46,934	\$26,314
Professional, Scientific, and Technical Services	46,743	\$103,100
Construction	43,106	\$75,469
Admin, Support, Waste Mgmt, Remediation Svcs	43,101	\$51,157
Public Administration	35,903	\$79,347
Finance and Insurance	35,127	\$134,705
Transportation and Warehousing	34,566	\$53,473

**In terms of numbers, the industries projected to have the highest growth in the next year include:**

Occupation	1-Year Forecast	
	Total Demand	Ann % Growth
Food Preparation and Serving Related Occupations	9,281	0.5%
Office and Administrative Support Occupations	8,270	-0.3%

Transportation and Material Moving Occupations	7,268	0.7%
Sales and Related Occupations	7,064	-0.1%
Business and Financial Operations Occupations	4,637	0.7%
Healthcare Support Occupations	4,001	1.3%
Management Occupations	3,689	0.8%
Personal Care and Service Occupations	3,298	0.9%
Educational Instruction and Library Occupations	3,263	0.5%
Building and Grounds Cleaning and Maintenance Occupations	3,002	0.5%

**Looking at the “real time” demand in terms of the top educational programs in demand based on job postings in the 90 days prior to March 10, 2025:**

Program Name	Active Job Ads	
Business	2,275	
Engineering	1,885	
Computer Science	1,817	
Business Administration	1,638	
Nursing	1,586	
Accounting	1,536	
Finance	1,450	
Information Technology	973	
Social Work	880	
Marketing	833	

**As far as minimum education requirements for job openings for which education levels are specified in this 90-day period, the vast majority (71% or 18,704) require only high school diploma or equivalent. Those requiring an Associate or Bachelor degree are fairly even at 11% of postings each, with 7% requiring graduate level or higher. This data can be somewhat useful but it should be noted that far more postings (44,161) did not include the educational level required, making conclusions hard to draw.**

**The top 10 certifications sought in the same period include: Driver's License, Basic Life Support (BLS), Registered Nurse (RN), Certification in Cardiopulmonary Resuscitation (CPR), Advanced Cardiac Life Support Certification (ACLS), First Aid Certification, Licensed Practical Nurse (LPN), Commercial Driver's License (CDL), Certified Nursing Assistant (CNA), Project Management Professional (PMP).**

**The “hard skills” most in demand by employers include: Microsoft Office, Microsoft Excel, Lifting, Microsoft Outlook, Microsoft PowerPoint, Microsoft Word, Teaching/Training, Bilingual and Sales.**

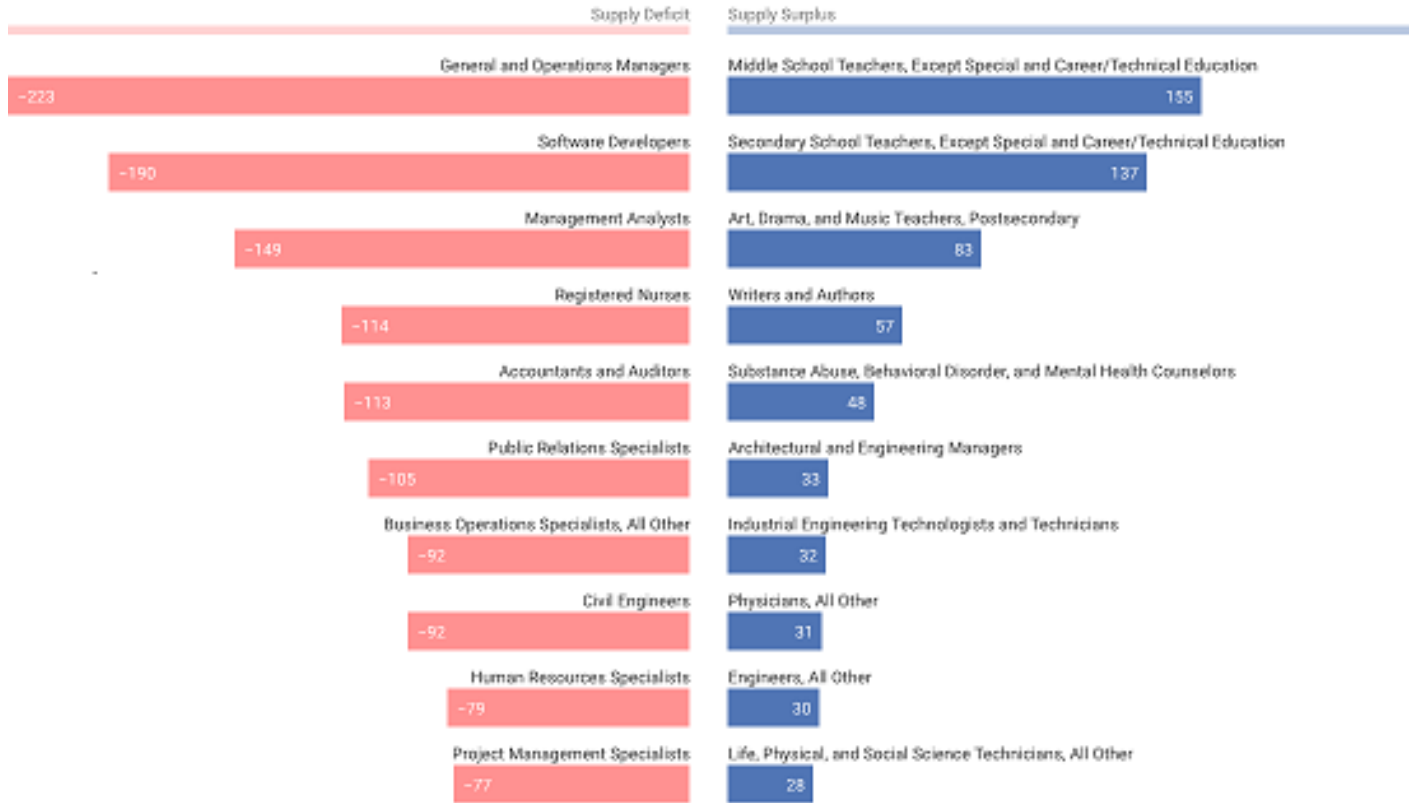
**The “soft skills” most in demand among employers are: Communication (Verbal and written skills), Cooperative/Team Player, Customer Service, Organization, Detail Oriented/Meticulous, Problem Solving, Self-Motivated/Ability to Work Independently/Self Leadership, Adaptability/Flexibility/Tolerance of Change and Uncertainty, Interpersonal Relationships/Maintain Relationships and Supervision/Management**

*Source for this section - JobsEQ*

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)]

**The latest regional unemployment rate (December 2024) stood at 2.6%, which equates to 16,111 people out of a labor force of 628,772. Our region historically trends near or below the state rate and consistently below the national rate. 71% of the current unemployment recipients are between the ages of 25 and 54, with the 41% having a high school diploma or less. This rate is higher than that of the general working age population which stands at 35%. The top three former occupations of unemployment recipients are office and administrative, management and business and financial operations.**

**The current gap in awards (2+ year degrees), as well as the surpluses are as follows:**

**Award Gaps****Capital Region Workforce Partnership (WDA 9), Two-Year Degree or Higher Only**

Source: JobaDQ®  
Data as of 2024Q3

**An analysis of the skill gaps between what is needed by employers in the region compared to the supply is as follows:**

Skill	Candidates #	Openings #	Gap #
Microsoft Office	4,502	5,255	-754
Bilingual	302	981	-679
Teaching/Training, School	1,486	2,125	-639
Microsoft Excel	5,246	5,858	-612
Spanish	849	1,384	-535
Hospitality	636	1,125	-489
Sales	1,522	1,948	-427
Microsoft Outlook	1,941	2,290	-348
Ability to Lift 51-100 lbs.	1,199	1,531	-331
Automated External Defibrillators (AED)	285	607	-322
First Aid Certification	734	1,056	-322
Certified Nursing Assistant (CNA)	394	707	-313
Microsoft Word	1,941	2,244	-303
Personal Computers (PC)	1,211	1,511	-300
Mathematics	941	1,208	-267

Child Care/Babysitting	290	533	-243
Driver's License	43	272	-229
Plumbing	730	958	-228
Culinary Arts	114	305	-192
Marketing	593	782	-189

**There are 389,568 people who live and work within the region, and another 157,349 workers who commute from other localities outside of the region. Only 100,000 residents out-commute, leaving the region with a positive net commuters-in number of 56,593.**

**Within the working age population of residents, there are 619,466 between the “typical” working ages of 20-64. There are 266,621 people under the age of 20. As with national trends, lower birth rates will impact a region’s ability to replace retiring workers naturally.**

**As far as educational levels within the population over the age of 18, there are nearly 89,000 that do not have a high school diploma or equivalent.**

**A snapshot of other social demographics can be found in the chart below.**

Social	Region	State	US	Region	State	US
Poverty Level (of all people)	9.5%	10.0%	12.5%	103,916	836,686	40,521,584
Households Receiving Food Stamps/SNAP	8.1%	8.3%	11.5%	35,736	274,320	14,486,880
Enrolled in Grade 12 (% of total population)	1.4%	1.4%	1.4%	16,187	116,938	4,476,703
Disconnected Youth <sup>3</sup>	1.8%	1.7%	2.5%	1,085	7,834	430,795
Children in Single Parent Families (% of all children)	34.2%	31.1%	34.0%	77,393	551,860	23,568,955
Uninsured	6.9%	7.4%	8.7%	76,657	623,631	28,315,092
With a Disability, Age 18-64	10.1%	9.7%	10.5%	70,240	501,711	20,879,820
With a Disability, Age 18-64, Labor Force Participation Rate and Size	51.1%	47.6%	45.5%	35,927	239,041	9,492,098
Foreign Born	9.0%	12.6%	13.7%	100,802	1,089,605	45,281,071
Speak English Less Than Very Well (population 5 yrs and over)	4.5%	5.9%	8.2%	47,878	477,552	25,704,846
Source: JobsEQ® 1. American Community Survey 2019-2022, unless noted otherwise 2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties. 3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force. 4. Census Population Estimate for 2023, annual average growth rate since 2013. 5. The Census's method for calculating median house values changed with the 2022 data set, so pre-2022 values are not directly comparable with later data.						

Sources for this section includes JobsEq and Virginia Works Economic and Information Analysis Division.

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)]

The workforce development system in the Capital Region is well-positioned to address many of the demand needs identified above. We are fortunate to have a good supply of eligible providers of training who have offerings in the fields that support our employment opportunities. Community Colleges, Adult Education and Title I providers are able to assist those who are in need of basic adult education and soft-skills enhancements, as well as essential certifications. Work-based learning opportunities also directly align employer needs with jobseekers entering or re-entering the workforce, either through paid internships or on-the-job training and registered apprenticeships. Incumbent worker training funds also provide a valuable resource in terms of “real-time” essentials for employees who need to be able to continue to meet the evolving skill requirements of their employers. Those with specialized needs are able to be connected to employment opportunities through partners such as the Department for Aging and Rehabilitative Services, Department for Blind and Vision Impaired, the Department for Deaf and Hard of Hearing and the SPAN Center (Area agency on aging). Departments of Social Services and CAPUP (Community Action) are well versed in provision of key “safety net” and essential supports.

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)]

Resource availability will always first and foremost be a limiting factor in the local workforce system’s ability to fully respond to the needs of the region’s 38,000 employers and potential

**workforce of over 600,000 individuals. The fragmentation created at the federal level and reinforced at the state level in the way that programs are funded and organizationally structured continues to make it difficult on the ground-level to coordinate and leverage the resources that are available to support needs because of the various levels of administrative entities, duplicative overhead and technology systems that are “stove piped” and do not connect. The system also by and large does not have a track record of effectively communicating to the larger community in a cohesive way the resources that are available to support employer and jobseeker needs.**

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

[WIOA Sec. 108(b)(9)]

## **Availability and Assessment of Youth Workforce Innovation Activities**

**The Capital Region Workforce Partnership (CRWP) provides a range of youth workforce innovation activities designed to equip young individuals, including those with disabilities, with the skills and experiences necessary to enter the workforce successfully. CRWP emphasizes comprehensive, accessible, and effective services that align with the Workforce Innovation and Opportunity Act (WIOA) requirements.**

### **Strategy for Ensuring Comprehensive Services for All Youth**

**CRWP employs a holistic approach to youth workforce development by integrating career pathways, work-based learning, and supportive services. The strategy includes:**



- Partnering with local educational institutions, employers, and community-based organizations to provide diverse training opportunities.
- Utilizing individualized service strategies (ISS) to tailor programming to youth needs.
- Offering mentorship, leadership development, and financial literacy programs.
- Ensuring program accessibility for youth with disabilities through partnerships with vocational rehabilitation agencies and disability service providers.
- Using available data to ensure representation from the population that resides in our community. CRWP collaborates with many organizations serving youth ages 14-24 to enhance service outreach and inclusivity.
- Building a coalition of organizations and employers committed to supporting, developing, and employing youth through cohort-style models that foster peer learning, mentorship, and career readiness.

### **Identifying and Selecting Successful Providers of Youth Activities**

CRWP utilizes a competitive procurement process to select youth service providers based on their demonstrated ability to deliver WIOA's fourteen required program elements. Selection criteria include:

- Past performance in serving youth, particularly out-of-school and disadvantaged youth.
- Ability to provide work-based learning experiences, including internships and apprenticeships.
- Partnerships with industry and education providers to facilitate credential attainment and career progression.
- Strong case management and wraparound support services.
- Fiscal accountability, ensuring that providers demonstrate sound financial management and responsible use of WIOA funds.
- Compliance with all contractual obligations, performance metrics, and reporting requirements to maintain program integrity and effectiveness.

### **Ensuring Access to Required Program Elements**

To guarantee that all enrolled WIOA youth receive access to required program elements, CRWP:

- Implements an integrated service delivery model with case managers coordinating resources.
- Offers flexible service delivery through in-person, virtual, and hybrid models.
- Establishes referral networks with education and community service organizations to address service gaps.
- Requires providers to maintain an updated resource list and utilize organizations such as HELPIRVA, the Homeless Resource Guide, Henrico and Chesterfield Cares Information App, along with 211 and 311 services.
- Mandates providers to send informational updates to these organizations if they discover discrepancies between listed resources and actual services available, ensuring accuracy and up-to-date information for youth participants.

## **Incorporating Required Program Design Elements into Youth Service Strategies**

**CRWP continuously seeks innovative and efficient ways to enhance program effectiveness. Our strategic approach includes:**

- **Implementing virtual assessment tools and encrypted career planning platforms to expand accessibility beyond traditional service areas, including rural communities.**
- **Utilizing technology-driven solutions to support work experiences such as virtual, hybrid, and job shadowing programs.**
- **Expanding service reach by integrating door-to-door support services, community-based childcare, and independent transportation and mental health service providers.**
- **Leveraging partnerships with local businesses and community organizations to increase program flexibility and sustainability.**
- **Establishing a continuous improvement framework to evaluate and integrate best practices, ensuring youth workforce programs remain adaptable and responsive to emerging trends and workforce demands.**

## **Strategies for Identifying, Recruiting, and Retaining Out-of-School Youth**

**CRWP prioritizes outreach to out-of-school youth (OSY) through:**

- **Partnerships with alternative schools, juvenile justice programs, and homeless youth shelters.**
- **Social media campaigns and engagement with youth influencers.**
- **Incentives and stipends to encourage participation and retention.**
- **Regular tracking and follow-ups to maintain engagement and program completion rates.**

## **Policy for Serving Youth Who Do Not Meet Income Eligibility Guidelines**

**CRWP adheres to WIOA income eligibility guidelines but provides:**

- **Referrals to partner programs for ineligible youth, ensuring access to workforce development resources.**
- **Alternative funding sources and community grants to expand service availability.**

## **Coordination with Youth Workforce Programs**

**CRWP collaborates with:**

- **Job Corps to provide residential training opportunities.**
- **Apprenticeship programs to connect youth with earn-and-learn models.**
- **Community colleges for credentialing and career pathways.**
- **Local human services agencies to support youth facing barriers to employment.**

## **Compliance with Child Labor and Safety Regulations**

**CRWP ensures:**

- **All work-based learning complies with federal and state labor laws.**

- Youth are placed in safe, age-appropriate employment settings.
- Employers receive training on legal responsibilities related to employing minors.

### Pay-for-Performance Policy

Currently, CRWP does not implement a pay-for-performance model but continues to explore performance-based contracting options to incentivize service providers.

### Waiver Application for Youth Service Delivery

Given the uncertainties associated with federal funding and the importance of exercising certain flexibilities in WIOA, CRWP recognizes waivers to allow direct service provision through the workforce board or fiscal agent may become a practicality to pursue. If exercised, this waiver would:

- Expand service capacity in underserved areas.
- Ensure seamless program delivery in cases where provider capacity is limited.
- Enhance accountability and performance tracking for youth workforce initiatives.

By implementing such strategies, CRWP would remain ready to ensure that high-quality, inclusive, and effective youth workforce development programs could remain available in our region

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

[WIOA Sec. 108(b)(7)]

Basic career services are accessed upon entry to any of the three regional workforce centers in a seamless manner where the customer is unaware if the staff is funded through Title I or Title III. The Capital Region has long-held a one-stop operator contract with a budget that affords for Title I-funded staff to serve as navigators in the centers; offering the first point of engagement, a level of triage to quickly assess the customer needs and best route of direction, and also providing the "light-touch" services such as familiarity with the resource room, computers, various websites and job search tips. The Title III staff in each center focus much attention to meaningful unemployment assistance as that need still generates about 60% of workforce center traffic. These staff may also provide information and assistance on job search and basic work readiness information, as well as connections to other partner and community resources.

Customer satisfaction surveys are used to assess the basic career service delivery with multiple ways for tracking – touchpad stands, shortcuts on the desktop computers in the resource room and paper forms. In the most recent year, ratings exceeded 90% in every category.

Partners beyond Title I and III who are not in the centers full-time make their basic and individualized career services available in separate but inter-connected locations

throughout the region in a “no wrong door” fashion where technology and referral mechanisms are common tools. Partners such as Adult Education and Social Services make offerings and services available in the centers on a scheduled basis.

With respect to the Title I services, individuals interested or determined in need of additional supports are invited to view an online orientation video and then directly proceed to a virtual platform that allows for registration and secure uploading of eligibility documents whether they are in a center, at home, or some other remote location. This “One Flow” process was launched in the aftermath of COVID when centers were closed, but has remained in place because of its popularity both with customers and staff. Once the onboarding process is complete, an individual is assigned a Talent Development Specialist or Career Coach and their personalized service plan is mapped from among the full menu of possible services. The plan may include assessments, career coaching and job search counseling, basic work readiness skill acquisition, workshops, group activities like job clubs, supportive services, work experience and preparation for other work-based learning or occupational skills training. We assess the service delivery against federal performance measures that are directly linked to job placement, retention, wages, credential attainment and measurable skill gains.

**Self Sufficiency:**

For adults, self-sufficiency is calculated using the Massachusetts Institute's Living Wage Calculator, which may be accessed at: <http://livingwage.mit.edu>. This tool factors the various essentials of life in cost terms to provide staff with a more informed basis in discussing job opportunities with customers. It adjusts by family size and jurisdiction of residence.

For Employed Dislocated Workers self-sufficiency shall be defined as employment which provides the worker a wage that is equal to or greater than 85% of his or her wage at the time of dislocation when eligibility was established.

The area has no definition for hard-to-serve populations beyond what may be articulated by federal and state determinations.

## Section 2: Strategic Vision and Goals

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

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

### Purpose

**To empower community members and businesses with the skills, education, and partnerships that enhance the Virginia Capital region's economic prosperity.**

### Mission

**To deliver comprehensive solutions that meet the needs of businesses and job seekers by leveraging the expertise of our workforce professionals and partners.**

### Vision

**To Connect workforce talent with business opportunities for a thriving and prosperous region.**

**The Board recognizes that it cannot be all things to all people and provide all solutions at all times in order to address the depth and breadth of workforce challenges in a community of our size or with the complexities in terms of organizations operating in the larger ecosystem beyond the Board's direct ability to influence. Rather we take the practical approach that with the articulated Purpose, Mission and Vision above, we strive to move the meter each day by directly impacting job placement, job retention, enhanced wages, and enhanced credential attainment with the resources we have at hand. One person and one business at a time we make a difference.**

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: [virginiaworks.gov](https://virginiaworks.gov)). [WIOA Sec. 108(b)(22)]

**The Virginia vision as articulated in the Combined State Plan is very broad-based in nature and rather natural for any local workforce board to establish connections. The state aspires to have a nation leading workforce ecosystem that equips Virginians with the skills they need and enable employers to attract, grow, and retain them – ensuring the future of a thriving Commonwealth. The Capital Region is well-equipped to advance this aspiration with these goals:**

- **To meet current and future workers where they are and place them on career pathways that provide life-sustaining wages.**
- **To understand our business customers and deliver services that support their stability and**

**growth in our vibrant regional economy.**

- **To raise greater awareness of and access to the Capital Region’s workforce development system.**
- **To reduce the larger workforce ecosystem barriers and fragmentation that exist through dynamic collaboration, coordination, and communication.**

**While aligning with state’s goals, more importantly, they directly respond to the strengths, weaknesses, opportunities and threats identified by the Board through strategic planning sessions and discussion:**



2.3 Taking into account the analyses described in 1.1 through 2.2, describe a strategy to work with the entities that carry out the core programs to align resources available to the local area to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

**First and foremost, the Board's mission, vision and goals are articulated in the One-Stop Partner Memorandum of Understanding signed by each provider or core programs. By each partner also being involved in the development of this plan and in adhering to the MOU there are natural connections that transcend across the system. The adopted strategic vision and goals will be posted in workforce systems and communicated to service provider staff so that they are better able to articulate and incorporate in their daily work. The mandated partner meetings will include "touchpoints" where partners can outline how their independent work ties back. Each Board meeting will also start with a refresher on the strategic framework front and center. In addition, working committees will be structured in a way to advance the actions, efforts and activities of the Board.**

2.4 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).

**As articulated above, our simple and straightforward vision is to connect workforce talent with business opportunities for a thriving and prosperous region.**

**We will anticipate industry needs proactively by:**

- Use of enhanced labor market information and tools that offer a blend of real-time information and economic projection that give us the exact education, soft skills, hard skills and experience sought by regional employers; and tools such as gaps between what is needed and what the current workforce possess. It also provides insights on education awards that are already in excess in the region so that we don't further "over-populate" the market.
- Business outreach efforts of staff that require each of three business service staff to call on 20 businesses per month to raise awareness of services and connect to the workforce system by utilizing services.
- Convening or participating in industry and employer roundtables, economic development focus groups and deploying online surveys.



**This intelligence allows us to then better meet needs of incumbent and underemployed individuals by providing information on opportunities that exist along with the education or skills required and also wage information and specific employers hiring. They are then able to make informed decisions in consultation with staff. Some may choose to invest in skills development while others may choose direct employment. For those enrolled in Title 1 we are then able to develop an individualized package of supports and services regardless of the path they have chosen.**

**We are already a recognized leader in the state for work-based learning. Historically the main vehicles in use have been on-the-job training, work experience/internships and incumbent worker training. We will continue with these efforts, and in the coming fiscal year will direct more training funds to these activities by moving funds away from individual raining accounts. We have also recently completed our first registered apprenticeship project by placing residents of public housing into apartment maintenance technician positions. We plan to capitalize on this success and replicate similar projects in partnership with regional employers, the two local community colleges and other training providers and look forward to support from the new registered apprenticeship division at Virginia Works.**

**The Board first places emphasis on the federal performance measures as the right targets to evaluate effectiveness in helping people get a job, keep jobs, enhance wages and skills development through certifications, credentials and measurable skill gains. We have operational measures based on overall customer satisfaction, whether a customer would recommend services to others and were needs met. We also set benchmarks for service providers that go above required rates in federal expectations such as percentage of funds to work experience for youth and adult priority of service population percentages.**

**While partner leveraging of funds can be difficult absent outright top-down mandates at the federal and state levels to do so, we will continue local efforts such as: collaborating with community colleges on Fast Forward programs where we only have to cover 1/3 of tuition with federal funds, Departments of Social Services to leverage their ability to provide supportive services, Wagner-Peyser staff delivery of basic career services in our resource rooms thereby allowing Title 1 dollars to be better used on individualized services and training supports, vocational rehabilitation and Older Worker programs for populations that align with their eligibility.**

**New funding resources can now be more fully explored and realized as we are in the final stages of establishing the non-profit Capital Region Workforce Foundation which will allow the pursuit of private and philanthropic funding to enhance our ability to offer more and flexible services while reducing the reliance on federal funds only. We continue to benefit from local government funds annually invested by our eight member localities.**



## Section 3: Local Area Partnerships and Investment Strategies

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

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

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

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

**The local system in the Capital Region is built around the four Titles of the Workforce Innovation and Opportunity Act (WIOA), consisting of the Board's Title I programs, adult education, Virginia Works (Wagner-Peyser and Jobs for Veterans State Grants) and the Department for Aging and Rehabilitative Services). We locally refer to this group as the core partners, and the core partner management team meets monthly to coordinate on program and service matters, one stop center operations and updates, sharing of information and successes. Other "non-mandated" partners with programs and services on site and physically available in the centers include the Department of Veterans Services and the non-profit Metro Community Ministries.**

**The network beyond those described above includes those signing the Partner Memorandum of Understanding (The MOU): Brightpoint Community College (Perkins Post-Secondary), Capital Area Partnership Uplifting People (CSBG), the Department for Blind and Vision Impaired (Voc Rehab), the eight Departments of Social Services (TANF and VIEW), Reynolds Community College (Perkins Post-Secondary), The SPAN Center (Older Americans Act), Virginia Employment Commission (Unemployment Insurance) and the Virginia Works Trade Act program which is in "sunset" having expired in 2022.**

**The partners that comprise the local system have agreed to meet twice a year as a full group and use the MOU to frame collaborative efforts around:**

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

**Working groups will also be established around certain elements in the above list to prioritize efforts from the list and ensure that advancement of efforts occur.**

**With respect to the local elected officials, meetings are scheduled 6 times per year. In order to provide cross-awareness and connection between the Board and the elected officials, a member of the Board's Governance Committee attends the meetings to provide updates directly from the Board instead of through staff. In addition, the local area's Finance Committee includes membership from both the Board and elected officials. Finally, in December of each year the Board and elected officials hold a joint session to provide an annual opportunity for both bodies to meet in person.**

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. 403-01, Change 1 Business Service Requirements 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 Capital Region approach to engaging employers is very much a "boutique" approach built on cultivating relationships and meeting expectations to create ongoing partnerships. The approach is framed first by the Board's identification of the priority (or target) industries in the region around which resources and efforts should be focused. These industries are those that represent both current employment opportunities and those which are projected to remain in-demand in the future. This enables us to be strategic in approach as there are over 35,000 employers in the region and we must organize efficiently. We recognize that not only can we not serve all of those employers, but we cannot be all things to all employers. Efforts are executed on the ground by three business services staff positions, one housed in each of our three centers, who are assigned specific localities around their respective locations to narrow their efforts and also allow them to become "known" in the community directly around the location where they are served. This allows**

each center to be seen as the employer's own in terms of connecting to services and support.

Relationships with economic development are maintained at the Board level as well as the service provider level and are discussed further in Section 3.4.

The state over time has moved access to unemployment insurance services to online and telephonic only. In-person staff assisted filing is no longer an option. While the local area has no ability to influence how the state administers unemployment, we do have the ability to advocate on behalf of the public in ensuring that meaningful unemployment assistance is made available in the workforce centers by state staff required to do so as current federal directives require. This is crucial as about 60% of center traffic in FY24 was driven by individuals seeking assistance once they have filed for unemployment. The local area does ensure that ample public-use computers are available in centers, as well as reliable internet connectivity and landline phones to support access to the unemployment insurance system. We will also work within the realm we can control to advocate for better and more meaningful referrals from the unemployment insurance system to connect recipients to career development services.

3.3 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. [WIOA Sec. 108(b)(22)]

Following the latest policy directive issued by the Governor through the administrative state agency, the local board modified its priority of service policy in 2024:

[https://vcwcapital.com/wp-content/uploads/116\\_priority-revisions-2024.pdf](https://vcwcapital.com/wp-content/uploads/116_priority-revisions-2024.pdf)

The policy details how each category of priority for adults is defined and provides further guidance for staff on the use of a priority of service status form during the enrollment and onboarding so that any priority categories are documented up-front should it become necessary to trigger provisions.

**The Board sets a requirement that its service provider must ensure that no fewer than 55% of adults receiving individualized or training are from priority groups.**

3.4 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)]

Established practices to be continued include the involvement of economic development offices (state, regional and local) with the region's Business Solutions Team, which allows them to become more aware of workforce system and services and become advocates for the system in terms of making businesses aware of services and promoting usage of resources. The local board and service providers also stay connected with economic development to be informed of their identified priorities such as target industries and clusters to ensure alignment of workforce services and respond to situational requests of economic development projects and prospect visits when there is a need for or interest in workforce services such as recruitment and skills training.

**Local and regional economic development entities were surveyed as part of this plan development process. While each respondent indicated that they were aware of public workforce services, had either used services or referred businesses to workforce system services and the majority were confident in making referrals to businesses, there were some recommended strategies to better connect workforce and economic development communities:**

- **Better promoting the package of business services that are available, as well as job seeker services to draw more potential workers for business needs.**
- **Better communicating that the Business Solutions Coordinator is intended to serve as a centralized point of contact for all workforce system services; and increasing knowledge of all the services that are available within the Capital Region Workforce network accessible through the Business Solutions Team.**
- **Establish a regular cadence when Business Solutions staff meet with directly with economic development entities to allow direct and dedicated time to convey specific needs of the business community.**
- **Develop a robust tracking and reporting system that can capture job fair and hiring event outcomes such as interviews and hiring resulting from event and of workforce system efforts.**

3.5 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)]

**Our primary connection with the secondary school systems is Career and Technical Education (CTE) because of their direct alignment with work readiness and occupational skills development. CTE directors rotate in serving on the workforce board to act as liaisons between those efforts and potential alignment of services. Many CTE programs serve as eligible providers of training service for both youth and adults. In addition, our youth programs work with local school systems as an outreach sources for identification of eligible youth who may benefit from enrollment in youth**

**Similar at the secondary level, many schools (public and private) serve as eligible providers of training services. We have and will continue to work with schools at both levels providing in-demand training for our target industries and occupations**

3.6 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. [WIOA Sec. 108(b)(22)]

**Numerous community college programs, both credit and non-credit in nature, serve as providers of eligible training programs for our customers. In order to better leverage limited resources, staff have become more proactive in partnering with the community college “fast forward” programs so that tuition costs can be “shared”. We also partner in grant projects to serve as points of recruitment for training programs, eligibility and data entry, case management and career coaching, and support services such that the colleges can focus on their areas of strength and expertise - that of instruction, education services and support for**

**certificate and credential attainment. A community college representative also serves as a member on the workforce board.**

3.7 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)]

**The Capital Region is fortunate at the surface in that there is a public transportation system (Greater Richmond Transit Company) that provides rapid bus service along a central line primarily through the center of Richmond City along Broad Street and the more traditional “fixed route and stop” public bus system. Since the COVID-era, the system has been operating fare-free making it a no-cost service. However, the system only operates in three of the region’s 8 localities, making it not viable for many of the region’s residents. There are a few “non-fixed” options such as Link micro transit and CARE Paratransit that are available on a scheduled basis in certain areas and for certain populations. Staff are aware of these public transportation options and make appropriate connections for those customers who are able to benefit. For those customers for which public transportation is not an option, the Board’s supportive services policy is fairly generous in allowing other forms of transportation support to be secured such as gas cards, reimbursement for mileage, ride-sharing services and automobile repairs. The policy further establishes cost limitations for such forms of transportation assistance.**

3.8 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 physically present in all three workforce center to include the two affiliate centers. This physical presence is key to ensuring that Virginia Works fulfills its statutory requirements to providing basic core services to the universal flow of customers that enter the centers. Meaningful unemployment assistance remains a prevalent service in demand as about 60% of center traffic presented with needs for such services in the last fiscal year. However, it is the Board’s expectation that Wagner-Peyser also engages these customers in proactive job search and general work readiness supports like resume writing, interviewing tips and awareness of other center and system services. Wagner-Peyser management participate in the core partners team which meets monthly to ensure effective operations, better coordination of services and addressing continuous improvement efforts based on customer and partner feedback.**

3.9 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 Capital Region’s adult education program is constantly evolving in approaches to maximize limited resources within the Board’s workforce centers to yield maximum benefit. Rather than simply assign staff to be stationed in the centers, the regional approach has been to design and offer scheduled programs that allows for advance promotion to increase attendance. Topics include GED, TABE or CASAS assessments and digital literacy. General**

adult education topics can also be arranged situationally. Of note as a unique local partnership, English-as-a-second language classes have been provided and continue under an agreement between the Board and adult education. The unique factor is that the board utilizes its non-federal funding so that eligibility factors do not have to be considered and anyone in need of the classes are able to attend. The adult education manager is also an active and engaged member of the Workforce Board and readily volunteers on committees and work groups. The Board also hold a seat on the adult education advisory council to further ensure cross-collaboration of efforts.

**3.10 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

[WIOA Sec. 108(b)(22)]

**Our region’s Business Solutions Team has deep roots. This is a collaborative effort between the Capital Region Workforce Development Board and its local government and non-profit partners. Working together as a team, it allows us to support larger and more complex projects than individual organizations can handle. This also gives employers the bonus of being able to interact with just one person, knowing that the information is then disseminated to the entire region.**

**With a team of over 20 organizations and an email network of over 800 workforce professionals, we’re able to handle recruitment, job fair, training, consultation, and outplacement needs. Our team is also frequently utilized by economic development to support businesses that are new to the region, or even new to the country.**

**We actively address skill gaps and build career pathways in our region to ensure talent connections can happen. By surveying experiences and those of industry peers, we can pinpoint the issue, identify training and credentials that fill the gap, and set up cohorts of screened job seekers who will soon be work ready to go to work.**

**The Business Solutions Team organizes efforts and protocols as follows:**

- 1. The Business Solutions Team (BST) is committed to conveniently providing customers with quality information and services in a manner that ensures ease of access, seamless referrals and timely responses. The team’s collective service offerings can be found at: <https://vcwcapital.com/businesses/>**
- 2. It is understood that while the team’s collective purpose is to present a unified list of services for the ease of business use, the individual member organization signing this agreement can only commit to delivering the services for which it has funding and authority to deliver and/or is within the scope of the services it offers.**
- 3. The BST operates with a Coordinator designated by the Workforce Development Board. However, any team member can serve as the single point of contact for a business through a model that is “no wrong” door.**
- 4. Team members agree to share their “leads” from businesses with the BST coordinator**



so the team can be informed, or notify the entire team directly. Partners should also share with the Coordinator results of team recruitment efforts and team projects on a regular basis for “roll-up” reporting.

5. Within two (2) business days of business contact, the receiving team member or BST coordinator will follow up with the customer and inform them of an initial plan of response. If the need cannot be met, the customer shall be notified, and provide any possible referrals or alternatives that may be of assistance.
6. Team members commit to consistent levels of customer service that includes clarity in communication, timeliness in responding and an overall user-friendly experience in accessing information, being made aware of available services and efficiently receiving those services when possible. By managing the customer’s expectations in this manner from start to finish, the team strives to not “over promise and under deliver”.
7. The BST will survey customers at least quarterly to respond to a customer satisfaction survey. The team will collectively review responses and adjust practices and procedures accordingly.
8. The BST website is hosted by the Capital Region Workforce Development Board and serves as the repository for information about team services, products and resources, along with any conditions or eligibility requirements. The site also provides team member contact information

Team efforts are promoted through social media, the local new media, print media and word of mouth efforts of partners and stakeholder to include board members.

## Section 4: Program Design and Evaluation

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

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

**At a convening of the core partners held as a step in the development of this plan, the following strategies were identified in addition to the continued commitments to implement the partner Memorandum of Understanding referenced in other sections of this plan. The ideas include:**

- Use of new technology tools and resources to better manage collective, collaborative case management. Also review of referral data to better understand where and how connections are being made.
- Review of co-enrollment data to identify shared customers
- Better integrated resources to leverage funding
- Wider deployment of partner staff training to increase awareness of all available services in the system, which will in turn increase referrals.
- Explore use and deployment of “Navigators” who could coordinate services for customers holistically, acting as advocates to navigate the complicate system.
- Greater use of virtual options to expand access and connect various partners throughout the region.
- Explore creation of Integrated Resource Teams
- Creation of system-wide calendar of events, opportunities etc. in a single location

**There was also almost universal concern that transportation and child care are major barriers in the region. Any efforts to address these critical needs is also a collective goal.**

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions, to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]

**An approach is taken to use data, from the initial step of selecting industries or occupations for pathway development, through the work of identifying gaps in education and training for the target industries, and finally evaluating how successful efforts to improve educational attainment and economic advancement in those industries. Other steps will include:**

- Use of “road maps,” jointly produced by educators, workforce development professionals and employers, that show the connections between education and training programs and jobs at different levels within a given industry or occupational sector at different levels.
- Clear linkages between remedial, academic and occupational programs within educational institutions, and easy articulation of credits across institutions to enable students



to progress seamlessly from one level to the next and earn credentials while improving their career prospects and working within the field.

- Curricula defined in terms of competencies required for jobs and further education at the next level, and, where possible, tied to industry skill standards, certifications or licensing requirements.
- Emphasis on “learning by doing” through class projects, laboratories, simulations and internships.
- Programs offered at times and places (including workplaces) convenient for working adults and structured in small modules or “chunks,” each leading to a recognized credential.
- The flexibility to enter and exit education as participants’ circumstances permit.
- “Wrap-around” support services, including career assessment and counseling, case management, child care, financial aid and job placement.
- “Bridge programs” for educationally disadvantaged youths and adults that teach basic skills like communication, math and problem-solving in the context of training for advancement to better jobs and postsecondary training.
- Alignment of both public and private funding sources, such as the Carl D. Perkins Vocational and Technical Education Act (Perkins), WIOA and DSS
- Target jobs in industries of importance to local economies
- Create avenues of advancement for current workers, jobseekers and future labor market entrants
- Increase supply of qualified workers for local employers in the target industries

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 area recognizes that co-enrollments must first be beneficial to the customer, and then respect that each program’s eligibility, onboarding and other regulatory requirements must allow for and be suitable to co-enrollments. Additionally, different and distinct case management systems among the various one-stop partners has long been a barrier to co-enrollment. Also, there are important distinctions between co-enrollment and co-case management. Coenrollment locally is most often in the form of Title I and Title II because of local voluntary processes that Title I developed to ensure Wagner-Peyser enrollment precedes or is in concert with Title 1. Beyond that, each individual case represents an opportunity for local staff to identify other programs where co-enrollment will be beneficial, and take the next step to pursue those connections. The Board and its one stop partners have identified some potential first steps towards greater co-enrollment through items such as integrated resource teams, technology, better partner awareness of each other’s eligibility and documentation requirements as well as services and outcomes, use of “navigators” for coordinated 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 Board ‘committee structure will ensure that there is a group charged with and regularly

reviewing service provider performance and other key metrics, in addition to results from customer satisfaction surveys, both jobseeker and business. From this, strategies will be discussed and developed to change course where needed, enhance what is being done well and fill gaps that are identified. Board staff also review benchmarks established in annual contracts that are also geared to flagging continuous improvement opportunities. Training provider evaluations are now to be conducted by the state using student data reported directly by the providers to the state. Metrics include training completion rates and certification rates.

- 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)]

As a result of the COVID pandemic in 2020, the local board acquired and deployed a virtual system known as “One Flow” which now manages the entire “front-end” of Title I applications, enrollment and eligibility verification. We deploy an online orientation video which can be used from any location, and provides step-by-step instructions on how to proceed if interested in career and training services. Title I and Wagner-Peyser continue to utilize the Virginia Workforce Connection for system of record purposes and this afford some level of ease and connection for both staff and customers. The Capital Region has launched a “touch-screen” system of check-in at the points of entry in the workforce centers. This system allows us to electronically capture basic visitor information, the reason of the visit and to capture other interests the customer may have for follow-up purposes. It also provides ease for returning visitors who do not have to repeat data entry. The system also notifies staff when visitors have arrived for appointments. We also use touch-pads as a method to deploy our customer satisfaction surveys, affording visitors an easier and faster way to provide feedback.

- 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)]

The local area employs an Equal Opportunity officer with responsibility for providing train and resources to staff and to conduct annual monitoring. The EO monitor works regularly with the one stop operator to assess requirements and ensure that operations and services are in conformance.

Each partner agency is responsible through their respective funding authority to make sure that their programs and services are compliant. The Board staff and one stop operator have responsibility for ensuring physical accessibility in the workforce center facilities, as was as programmatic accessibility for its Title I-funded programs. The Board also makes assistive technology available in the centers and resource room staff are familiar with reasonable accommodation efforts to assist those who require such. The one stop operator also offers training to center staff on accessibility topics within the professional

## development calendar.

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

Please refer to the partner Memorandum of Understanding: [https://vcwcapital.com/wp-content/uploads/Partner-MOU-Cap-Region-2024\\_executed.pdf](https://vcwcapital.com/wp-content/uploads/Partner-MOU-Cap-Region-2024_executed.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)]

See response to 4.4, B. above.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners. [WIOA Sec. 108(b)(22)]

Please refer to the partner Memorandum of Understanding: [https://vcwcapital.com/wp-content/uploads/Partner-MOU-Cap-Region-2024\\_executed.pdf](https://vcwcapital.com/wp-content/uploads/Partner-MOU-Cap-Region-2024_executed.pdf)

G. Identify the Virginia Workforce Center Operator for each site in the local area. [WIOA Sec. 108(b)(22)]

The region's one-stop operator at present is Equus Workforce Solutions; through a competitively procured contract. Under the contract, there is a system-wide operator as well as one Navigator placed in each of the three centers.

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). [WIOA Sec. 108(b)(22)]

The region's comprehensive center is located in the eastern portion of Henrico County at 121 Cedar Fork Road. This facility is the longest-established of the three centers, having first opened in 2012. It is also the largest in size at 20,000 square feet in size and in the last fiscal year logged a visitor count of over 11,500 people. Title I, Wagner-Peyser, JVSG, RESEA and Department of Veterans Services staff are full co-located in the center, along with itinerant presence and services provided by Adult Education, the Department for Aging and Rehabilitative Services and the Henrico Department of Social Services.

I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers. [WIOA Sec. 108(b)(22)]

The region is also served by two affiliate locations: the Chesterfield Center at 304 Turner Road and the Richmond West Center at 4914 Radford Avenue in the near west end.

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)]

Process outed in ITA policy: [https://vcwcapital.com/wp-content/uploads/106\\_ITA\\_Rev\\_jan2023.pdf](https://vcwcapital.com/wp-content/uploads/106_ITA_Rev_jan2023.pdf)

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

**The local area has not to date employed use of training contracts, but provisions do exist in adopted policy: [https://vcwcapital.com/wp-content/uploads/107\\_CTP-Rev-2022-final.pdf](https://vcwcapital.com/wp-content/uploads/107_CTP-Rev-2022-final.pdf)**

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

**The local board has a policy in place that not only limits use of training resources to those defined industries and occupations in demand, but further employs a sliding scale to invest training dollars in a tiered approach. Highest investments go to target industries that also have higher wages and lower turnover, followed by those which are still high in-demand but not have the wage or longevity expectations, or are lower in-demand. Lower tiers allow investment if certain demand factors can be documented.**

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

**Rapid response in Virginia remains a largely centralized process managed by the state. While the agency on-point has changed from the Virginia Employment Commission to Virginia Works, much of the process remains unchanged at present. The Capital Region is fortunate in the state's regional coordinator that covers our jurisdictions is housed in our comprehensive center, which affords a high level of access and on-the-ground collaboration when rapid response events do occur. The state provides the local areas with WARNs as they are issued, and the coordinator follows up soon-after to keep the area informed on details such as the specifics and timing of the layoff, expected impacts and results of an initial meeting with the employer. A large part of the response is driven by the employer's willingness to allow workforce system partners access to the employees in advance of their final day. It is often the case that the local area and its service providers can participate in employee briefings where we can share information of available Title I resources. If briefings are not possible, an attempt is made to at least get written materials to the employees for their follow-up. The Rapid Response coordinator also participates on the Board's Business Solutions team and is a frequent collaborator in our job fairs and hiring events. The local area has hopes that during this plan period Rapid Response will evolve to be more proactive in terms of layoff aversion and that local boards might become more integral to processes as the federal law envisions.**

## Section 5: Compliance

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

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs. [WIOA Sec. 108(b)(22)]

**The local area receives monthly status reports from its contracted service providers as an initial gauge for assessing levels and types of services being provided. Regular check-in meetings with contractor staff also afford another layer of assessment as to how operations are being managed, challenges that are being observed/experienced by staff and where there may be need for course corrections. In addition, the Capital Region employs an extensive and detailed monthly invoice review process ensuring that all costs being charged by service providers are valid, supported with sufficient documentation and related to the service plan and activities coded in the Virginia Workforce Connection. Discrepancies and issues are outlined in invoice review memos that are sent to the provider(s) informing them of items that will not be reimbursed until noted issues are corrected, and also items that will not be reimbursed at all, providing the reasons. Quarterly performance is also reviewed with the service providers and where indicators are low during the year, analysis of contributing factors and challenges are reviewed and a course of action is developed to improve by the end of the performance year. Finally, the local area has executed a cooperative agreement with 3 other local areas to share in the dedicated services of a compliance monitor who will conduct formal monitoring of program operations and share results with Board staff who will develop the corrective actions for services providers to implement. Follow up will be conducted by staff to ensure that the corrective actions are closed timely.**

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board. [WIOA Sec. 108(b)(22)]

**Notice of public board meetings and of the local elected officials, including date, time and location are posted to the official local website and in accordance with Virginia Freedom of Information requirements. Agendas and agenda materials are shared with the public through the website the day they are made available to the board or CLEO members. Minutes of meetings are posted once they have been adopted by the respective bodies. The Board also has a Governance Policy that includes provisions for electronic meetings as may be conducted in accordance with Virginia Freedom of Information laws. Requests from the public of information and documents are provided so long as documents do not include information that is protected under Freedom of Information exceptions.**

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds. [WIOA Sec. 108(b)(22)]

**The Board's operating budget is loaded into the Henrico County Oracle financial management system, which also records each expenditure as charged to each line in the budget. Appropriation status reports can be run at any time to track and monitor expenditure rates against the budget. This is also the basis for sharing spending-to-budget**

reports with the Finance Committee, Board and elected officials. The Monthly Expenditure Detail Reports (MEDRs) are also evaluated to monitor various spending levels toward required expenditure levels such as the state's 40% training expenditure requirement, the youth 20% work experience level and the 25% in-school youth limitation. The MEDR and Cash Payment Schedules filed with the state also allow for determinations to be made as to when a transfer may be needed between the adult and dislocated worker funds based on the life of funds and remaining balances at the end of year one.

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 local area employs usage of public purchasing practices and procedures through the Henrico County purchasing office following their guidelines in order to achieve efficiencies, transparency and cost effectiveness. Contracts and service arrangements may be either project-specific with start and finish dates related to scope of work and deliverables or in the case of service delivery contracts, can be awarded annually with up to four subsequent annual renewals subject to funding availability, fiscal integrity and achievement of performance against established benchmarks.

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

Henrico County is the fiscal agent per agreement of the local elected officials consortium and on file with the state.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources. [WIOA Sec. 108(b)(22)]

The local area has long enjoyed the commitment of non-federal funds provided annually by the eight localities that make up the service region as a means to expand resource capabilities beyond the federal funds received. Grant opportunities are also frequently pursued in a strategic manner when there are logical connections to local plans and policies. The local board in late 2024 embarked on a process to establish a non-profit foundation to serve as a fundraising arm to support and enhance workforce development efforts. This model will allow for private, business and philanthropic sources of funds to be pursued to expand and diversify funding sources beyond government funds. Finally braiding of resources is routinely pursued in manners which funds may not be exchanged but rather are leveraged among a variety of partnerships to achieve efficiencies.

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

Adult	Negotiated Level
Employment 2nd Quarter after Exit	88.19%
Employment 4th Quarter after Exit	82%
Median Earnings 2nd Quarter after Exit	\$8,550.43
Credential Attainment within 1 year	65%
Measurable Skills Gain	75%



<b>Dislocated Workers</b>	
Employment 2nd Quarter after Exit	90.68%
Employment 4th Quarter after Exit	89.97%
Median Earnings 2nd Quarter after Exit	\$10,000
Credential Attainment within 1 year	70%
Measurable Skills Gain	75%
<b>Youth</b>	
Employment 2nd Quarter after Exit	78%
Employment 4th Quarter after Exit	75%
Median Earnings 2nd Quarter after Exit	\$4,400
Credential Attainment within 1 year	68.5%
Measurable Skills Gain	75%

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 local board uses the federal performance outcomes as the primary indicator for evaluating service provider contracts. Not only are they directly related to their work in terms of job placement, retention, wages, certifications and measurable skill gains; they are also quantifiable third-party verifiable. There are also other expectations established in the contract that are more qualitative in nature and are reviewed at least twice during the contract year. Due to the nature of work in the one stop operator contract, the qualitative elements are contractually established and reviewed regularly. All providers provide monthly written reports to allow for ongoing review of work to allow for timely identification of potential concerns and also to celebrate successes.**

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

N/A

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board. [WIOA Sec. 108(b)(18)]

**The Board grounds its status as high-performing through the following key indicators:**

- 1. Maintaining fiscal integrity and administrative, programmatic and fiscal compliance.**
- 2. Meeting or exceeding performance outcome benchmarks that are grounded in and directly relate to our services through measuring job placement, job retention, wages, credential or certification rates and measurable skill gains.**
- 3. Maintaining customer satisfaction levels at or above 90% in all categories.**
- 4. New for this plan period will also be the ability to acquire non-governmental resources through the establishment of the Capital Region Workforce Foundation which will seek funds to expand the resource portfolio to include previously unrealized funding opportunities from the business and philanthropic communities.**

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

**The local planning process started with a kick-off session that included the full Board membership and the region's local elected officials in December 2024. The session included a review of labor market information and analysis to set the context for the plan and meet local demand planning requirements set by the state. The session also included facilitated discussion of mission, purpose and vision. (The Board's membership includes business, labor and education). Following the kick-off session, the mandated partners met to participate in various plan development activities that included group polling to capture input, as well as small group table discussions. That feedback has been plugged into the partner program sections of the plan to reflect this involvement. (Included were adult education, area agency on aging, community action, community colleges, Departments of Social Services, and various state agencies administering required programs). During the week of March 3, 2025, an online survey was made available to local, regional and state economic development entities to gain feedback and insights into the local plan. Following those inputs, a small work group (committee) made up of workforce board members and an elected official representative met for a "mini-retreat" facilitated by the Virginia Commonwealth University Center for Public Policy. The group did a SWOT analysis – looking at strengths, weaknesses, opportunities and threats and further refined the mission, vision and purpose and worked on drafting goal statements. The full draft document was endorsed at the March 13, 2025 Workforce Board meeting and then posted for a 30-day public comment period, prior to final review and action by the local elected officials. No comments were received and the plan was approved by the elected officials and executive committee of the WDB in a joint meeting on April 18, 2025.**

5.12 Describe professional staff development strategies, including:

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

[WIOA Sec. 108(b)(22)]

**At the Board level and in service provider contracts, funds are budgeted for all Title 1-funded staff to be able to have the opportunity to benefit from professional development and continuing education opportunities. Title 1 staff receive frequent training and guidance reminders on the timely and appropriate use of the Virginia Workforce Connection as the system of record. The one-stop operator is responsible for providing a year-long calendar of training opportunities available to all partner staff at least quarterly and often more frequently based on timeliness of topics, employee requests or other community connections.**



### Statement of Compliance, Plan Signatures, & Fiscal Agent Designation

*We hereby certify that this local plan was developed in accordance with the State guidelines and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce development board in partnership with the Chief Elected Officials, and with the benefit of an open and inclusive plan development process and the required 30-day public comment period.*

<b>Local Area Name / #</b>	Capital Region (Area 9)
<b>Local Plan Point of Contact:</b>	Brian Davis
<b>Address:</b>	121 Cedar Fork Road, Suite B, Henrico, VA 23223
<b>Phone/e-mail:</b>	804.652.3228 / <a href="mailto:brian.davis@henrico.gov">brian.davis@henrico.gov</a>

	
Ilene Maurer	4/18/25
<b>Typed Name &amp; Signature of WDB Chair</b>	<b>Date</b>

	
Steve McClung	4/18/25
<b>Typed Name &amp; Signature of Chief Elected Official Consortium Chair</b>	<b>Date</b>

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

Entity: Henrico County

Contact: Sheila Minor

Address: 4301 E Parham Road, Henrico, VA 23228

Phone/Email: 804.501.4266 / min042@henrico.gov

### **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. It is preferred to have all materials in a single document if practical.**

1. Current Chief Elected Official Consortium Agreement: [https://vcwcapital.com/wp-content/uploads/CLEO-Agreement\\_amended-43021.pdf](https://vcwcapital.com/wp-content/uploads/CLEO-Agreement_amended-43021.pdf)
2. Current Chief Elected Official LWBD Agreement: Attachment 1
3. Current LWBD organizational chart Attachment 2
  - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements (i.e. MOUs) between the LWBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under Title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination
  - a. Refer to Partner MOU: [https://vcwcapital.com/wp-content/uploads/Partner-MOU-Cap-Region-2024\\_executed.pdf](https://vcwcapital.com/wp-content/uploads/Partner-MOU-Cap-Region-2024_executed.pdf)
  - b. Cooperative agreements as defined in WIOA section 107(d)(11))
  - c. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))
5. LWDB Policies: provide the link to all policies on the LWDB website
  - a. <https://vcwcapital.com/about/public-documents/#wioa>

CAPITAL REGION WORKFORCE AREA  
AGREEMENT  
BETWEEN THE  
CAPITAL REGION WORKFORCE  
PARTNERSHIP  
AND  
THE CAPITAL REGION WORKFORCE DEVELOPMENT BOARD

This Agreement is made and entered into by and between the Local Elected Officials of the Capital Region Workforce Development Area, herein after referred to as the "Partnership" representing the counties of Charles City, Chesterfield, Goochland, Hanover, Henrico, New Kent and Powhatan, and the City of Richmond; *and* the Capital Region Workforce Development Board, herein after referred to as "WDB".

WITNESSETH

*WHEREAS*, This Agreement is entered into pursuant to the provisions of the Workforce Innovation and Opportunity Act of 2014; hereinafter referred to as the "Act" and,

*WHEREAS*,. It is the purpose of the Act to provide federal funds for career and training services, through statewide and local workforce systems, that increase the employment, retention, and earnings of participants, and increase occupational skills attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency and enhance the productivity and competitiveness of the nation;*and*

*WHEREAS*, Pursuant to the Workforce Innovation and Opportunity Act, the Partnership is to appoint members to the Workforce Development Board, *and*

*WHEREAS*, the Partnership consists of the elected officials from the eight member jurisdictions; *and*

*WHEREAS*, The Partnership was constituted to fulfill the responsibilities of and to function as the "*chief elected official*" of the participating "*units of local government*" as those terms are used under the Act, *and*

WHEREAS, The Act and Virginia Policy, stipulate the required composition of the Workforce Development Board, and the process for appointing the Board's membership, and

WHEREAS, the Partnership and the WDB are designated as the policy making bodies for the Capital Region Workforce Investment Area to the extent that such policies recognize and do not conflict with state or federal law and policies, and the terms of this Agreement, and

WHEREAS, this Agreement is required under federal law to set forth the roles and responsibilities of the Partnership and WDB, jointly and as individual units;

NOW, THEREFORE, IT IS AGREED AS FOLLOWS: ARTICLE

I

WDB and Partnership Joint Responsibilities

Notwithstanding the below, the WDB and Partnership shall execute any shared responsibilities enumerated in the Workforce Innovation and Opportunity. Specifically note are the following, which is not all inclusive:

1.1 Regional Planning

The WDB and the Partnership are responsible for articulating the vision of the workforce investment system that will best meet the needs of the Capital Region's labor market both now and in the future and are responsible for using their collective influence to bring the vision to fruition.

This means clearly defining the system and adopting continuous improvement strategies to improve, enhance or revamp the system into an effective recognized seamless service delivery system that supports economic development, the business community and the labor force.

In carrying out their planning responsibilities, the WDB and the Partnership shall establish the region's strategic plan, ensuring maximum participation from the public and stakeholders. Any policies and procedures developed to support the workforce system and its goals will be disseminated to stakeholders and others that can and will benefit from their activities, including employers and job seekers.

The WDB and the Partnership shall separately and collaboratively, seek opportunities to secure funds beyond those provided by the Act as appropriate and in alignment with the region's plan to bring their shared vision and workforce development system to fruition.

1.2 Provide Representation to serve on the joint WDB and Partnership Finance Committee and any other committees where joint representation is

deemed to further the collaborative efforts of the region's workforce system governance.

1.3 Coordinate Workforce Development Activities with Local and Regional Economic Development Activities

The WDB and the Partnership shall develop strategies and action plans to align workforce development activities with those of the local and regional economic development agencies/organizations including entering into a Memorandum of Understanding with each economic development agency in the region.

1.4 Designation and Certification of the One Stop Operator(s) and Service Providers

The WDB and Partnership shall select a One-Stop Operator(s) and Title I service providers for the Capital Region Workforce Area consistent with federal law and any state policies. If the operator is also not the provider of career services, the WDB and Partnership shall jointly select the service provider through competitive procurement.

1.5 Negotiate Performance Standards for the Region

The WDB, with the concurrence of the Partnership, shall negotiate the any required performance standards with the state as may be required under the Act or any state directives. The Partnership shall be responsible for signing off on the final performance standards negotiated with the Governor's Representative (VCCS).

## ARTICLE II

### Duties of the WDB

2.1 Promote Employer Involvement in the Workforce System

The WDB shall promote the participation of private sector employers in the Workforce System and ensure effective connecting, brokering, and coaching activities through intermediaries including one-stop operators and other organizations to assist employers in meeting their skills and hiring needs.

The WDB shall ensure the effective provision of connecting, coaching, and brokering economic development and workforce development activities within the Capital Region.

2.2 The WDB shall prepare and maintain By-laws that allow for its efficient conduct of business and that are consistent with this Agreement.

A copy of the Bylaws shall be made available to the Partnership for review.

## 2.2 Manage the List of Eligible Training Provider Process

The WDB shall review and approve applications from eligible training providers in the region and beyond who seek to list programs on the state eligible training provider list through policies and procedure developed under the Act and in accordance with state and local parameters.

The WDB shall also notify "eligible" training providers of the requirements for continued eligibility to remain on the Statewide Eligible Training Provider List.

## 2.3 Workforce System Policies and Procedures

The WDB shall be responsible for developing and enforcing policies and procedures required by the Act, State Policy, or policies and procedures the WDB deems necessary and appropriate to guide the Capital Region's workforce system. The exception is the development of fiscal policies and procedures which shall be the responsibility of the Partnership and the joint Finance Committee of the WDB and Partnership pursuant to this Agreement.

The WDB shall develop and manage a system to hear and resolve complaints and grievances brought by participants, vendors, and other interested parties as required by the Act and by any applicable state policies.

## 2.4 Oversight and Monitoring

The WDB shall be responsible for conducting oversight of the programs and activities carried out by the one-stop delivery operator(s), by any contractor or grantee of the WDB; as well as the Memoranda of Understanding between the WDB and the Mandated and Non-- Mandated Partners.

The WDB shall submit periodic reports to the Partnership related to the monitoring and oversight activities of the WDB.

## 2.5 Employment Statistics System

The WDB shall assist the Governor in developing the statewide employment statistics system described in the Act.

## 2.6 Sunshine Provisions

The WDB shall comply with the provisions of the *Sunshine Law* as described in the Act. The Sunshine provisions require the WDB to make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan to the state, and regarding membership, the designation and certification of one stop operators, and



the award of grants or contracts to eligible providers of youth activities, and on request, minutes of formal meetings of the WDB.

## 2.7 Conflict of Interest

WDB will ensure that its members comply with the Conflict of Interest provisions as described in the Act. A WDB member may not vote on a matter under consideration by the WDB regarding the provision of services by such member or by an entity that such member represents; or that would provide direct financial benefit to such member or the immediate family of such member; or engage in any other activity determined by the Governor to constitute a conflict of interest as may be specified in the State Plan for Workforce Development in Virginia.

## 2.9 The WDB's Budget

The WDB shall develop an annual budget for the Capital Region Workforce Investment System, subject to the approval of the Partnership.

# ARTICLE III Partnership Responsibilities

In accordance with the Act, the Partnership shall be responsible for:

- 3.1 Appointing and re-appointing members of the WDB as necessary and in accordance with the Act and any applicable state policies.
- 3.2 Designating a Partnership member jurisdiction to serve as the grant recipient and fiscal agent for the funds received by the Capital Region under the Act. The grant recipient/fiscal agent shall be responsible for disbursement of the Act's funds for Workforce Innovation and Opportunity Activities at the direction of the WDB and in compliance with all applicable local, state and federal laws and regulations;  
*and*
- 3.3 Assuming liability for any misuse of the grant funds allocated to the local area under the Act.
- 3.4 Assume responsibility for promulgating any fiscal policies and procedures for the Capital Region. Such policies and procedures shall be brought before the joint finance committee of the WDB and Partnership for review and approval.
- 3.5 The Partnership shall comply with the provisions of the Sunshine Law as described in the Act. The Sunshine provisions require the Partnership to make available to the public, on a regular basis through open meetings, information regarding the activities of the Partnership, including information regarding the local plan prior to submission of the plan to the state, and regarding membership, the designation and certification of one stop operators, and the award of grants or contracts to eligible providers of youth activities, and

on request, minutes of formal meetings of the Partnership.

- 3.6 The Partnership shall ensure that its members comply with the Conflict of Interest provisions as described in Section 117(g) of the Act. A Partnership member may not vote on a matter under consideration by the Partnership regarding the provision of services by such member or by an entity that such member represents; or that would provide direct financial benefit to such member or the immediate family of such member; or engage in any other activity determined by the Governor to constitute a conflict of interest as may be specified in the State Plan for Workforce Development in Virginia.
- 3.7 Contracts exceeding \$50,000 that are not included in any duly approved budget shall require Partnership approval upon quorum majority recommendation by the WDB. A contract shall be deemed to be included in the approved budget if: {a) it falls within one of the itemized categories for expenditures by the WDB contained in the approved budget; and {b) the cost of the contract does not exceed the sum of {i) the budget for the applicable category of expenditures in the approved budget.

#### ARTICLE IV

##### Governance

###### 4.1 Legal Organizational Status

The WDB and the Partnership will determine by mutual agreement any legal structure of the WDB.

###### 4.2 Meetings

The WDB shall make available to the public on a regular basis, through open meetings, information regarding the activities of the Board including information regarding the local plan, membership, designation and certification of One-Stop Operator(s), and the award of grants or contracts to eligible providers of youth activities on request and in minutes of formal meetings of the Board, subject to the provisions of the Virginia Freedom of Information Act.

In compliance with the Sunshine provisions of the Act, the WDB and any sub-committee authorized to take action on behalf of the WDB, must 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 WDB business. "Deliberations" are discussions of WDB business necessary in order to reach decisions. All votes must be publicly cast and roll call votes must be recorded.

Ensure that all meetings are held in accessible locations for the disabled and that all information is provided in accessible and alternate formats.



Give public notice of the WDB's first public meeting of each calendar or fiscal year, not less than 15 days before the meeting and also at that time give public notice of the anticipated schedule of the WDB's remaining regular meetings for the remainder of the program or fiscal year.

24 hour public notice is required for all special or rescheduled meetings.

#### **4.3 Dispute Resolution Process**

In the event that an impasse should arise between the WDB and the Partnership, the Fiscal Agent and/or Administrative Entity regarding the terms and conditions, the performance or administration of the system or this Agreement, the parties agree to attempt to resolve disputes by mutually satisfactory negotiations in lieu of litigation. Continued performance during disputes is assured.

This clause does not preclude consideration of law questions in connection with decisions made provided that nothing in the Agreement is construed as making final the decisions of any administrative official, representative, WDB or the Partnership on a question of law.

### **Article V.**

#### **Budget and Administration**

##### **5.1 Grant Recipient and Fiscal Agent**

Henrico County is the designated Grant Recipient and Fiscal Agent for the Capital Region Workforce Investment Area. As such Henrico County is responsible for disbursing the funds, and for reporting the financial status of the funds received monthly to the Partnership and the WDB. In accordance with the Partnership Agreement, liability for all funds rests with the localities and is shared as stipulated in the Partnership Agreement.

##### **5.2 Budget**

The WDB, in negotiation with the Partnership, shall develop a budget for the purpose of carrying out the obligations and duties of the WDB under the Act.

The budget developed should ensure that funds are applied in ways that ensure that citizens across all jurisdictions have access to services for businesses and job seekers that will improve the quality of life across the region and be of benefit to employers and job seekers alike. The budget must reflect the cost of all staff, contracts, workforce center sites, and all planned programs and services that support the workforce development system as defined in the strategic plan by the Partnership and the WDB.

The budget may be modified from time to time as necessary and appropriate to continue meeting the objectives established by the Partnership and the WDB. The budget shall be established and approved prior to the start of each program year. All modifications and budget approvals require recommendation from the joint Finance Committee of the Partnership and WDB, and require approval by the Partnership.

### 5.3 Staffing

Funds allocated to the Capital Region Workforce Development Area will be used to support staffing of the WDB, One-Stop Operations and Programs; and the fiscal agent and Partnership.

At the time of adoption of this Agreement, staffing for both the Partnership and WDB is provided by the fiscal agent.

## ARTICLE VI Amendment and Termination

### 6.1 Amendment and Termination

This Agreement may be amended or terminated by either party providing 60 days written notice to the other.

### 6.2 Amendment Process

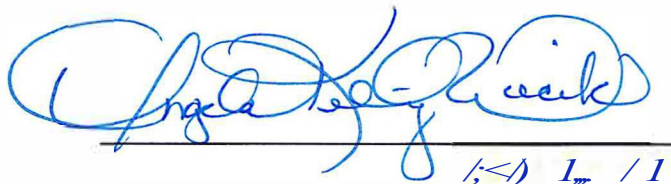
Any modifications to this Agreement to be valid must be in writing, signed and dated under the conditions agreed upon by all of the parties, and attached to the original Agreement. If any provision of the Agreement is held invalid, the remainder of the Agreement shall not be affected.

## ARTICLE VII Certification of Agreement and Signatures

This Agreement is effective upon adoption by a recorded vote of a majority of the Partnership members and a majority of the WDB members.

**For the Capital Region Workforce Partnership**

**For the Workforce Development Board**



Angela Kelly-Wiecek, Chairman

Date



William Auchmoody, Chairman Date

## Attachment 2- Organizational Chart

### Chief Local Elected Officials Workforce Development Board

### Henrico County (Grant Recipient and Fiscal Agent)

#### Staff

