



Meeting Agenda for September 10, 2026 - 3:00 p.m.to 4:30 p.m.

Virginia Career Works Henrico Center
121 Cedar Fork Road
Henrico, VA 23223



- I. Call to Order and Welcome –Vice-Chairman Harris
Welcome to new member Courtney Ward, Director of Secondary Success Pathways, Richmond Public Schools!
- II. Public Comment – 5 minutes
- III. Minutes from June 11, 2026 Meeting – 5 minutes.....Page 1

Connect – 60 minutes

- IV. Employer Champion Awards for 2026Page 6

* *Youth Workforce Experience Partner of the Year - Groundwork RVA*
* *Recruitment and Hiring Award - Sitemetric*
* *Work-based Learning Award - Golden Sanctuary Assisted Living*
- V. Let's Meet Laine Federal: The Capital Region's New Adult and Dislocated Worker Service Provider

Ms. Chasidy Privett, Chief Executive Officer

Advance – 20 minutes

- VI. Customer Experience and Service Delivery Policy (Jointly developed by the Continuous Improvement and Programs and Operations Committees).....Page 8
- VII. Adjourn

Next meeting: December 11, 2026 –Joint Session with the Elected Officials - Location TBD.



Minutes for June 11, 2026

Member (Total 15)	Present		Excused	Category (Total 14)	Member	Present		Excused
	Yes	No				Yes	No	
Auchmoody, William			X	Community College (1)	Rubin, Beno	X		
Bice, Sarah			X					
Davis, Elizabeth (Virtual)	X							
Dick, Robert	X							
Franklin, Robert	X			Economic Development (2)	Robinson, Chance	X		
Gilbert, Danielle			X		Shreve, Tina			X
Harris, Drexel	X			Education (1) Adult Ed.	Elmore, Jeffrey	X		
Hayden, Thomas	X							
Kincaid, Elizabeth			X	Employment Service (1)-	Woodard, Dennis	X		
Maurer, Ilene	X							
Stamper, Eric			X					
Worsley, Shauna	X							
Yates, John	X			Labor, Apprenticeship & CBOs (6)				
					Battle, Kevin	X		
					Conner, Maynard	X		
					Horne, Kelly King	X		
					Roerink, Justin			X
					Spicer, Gregg			X
				Vocational Rehabilitation (1)	Strite, Amy	X		
					Batten, Dale	X		
				Social Services (2)				
					Grable, Suzanne			X
					Holt, Elizabeth	X		
Total Attending	8	0	5		Total Attending	10		5

Guests Attending: Ms. Karen Kahn, Virginia Department for the Blind and Vision Impaired (VDBVI); Ms. Elizabeth Hays, Ross Works; and Mr. Roberto Ford, Equus.

Staff Attending: Mr. Brian Davis, Ms. Krishawn Monroe, Dr. Mychael Lee, and Ms. Carla Cosby.

- I. Call to Order – Chairman Maurer called the meeting to order at 3:00 p.m.
- II. Public Comment – No public comments were offered.
- III. Minutes from December 12, 2025 and March 12, 2026 Meetings. Mr. Kevin Battle moved to accept the minutes as presented. Mr. Chance Robinson seconded the motion. The motion carried.

- IV. Partner moment – Virginia Department for the Blind and Vision Impaired (VDBVI) – Ms. Karen Kahn, Business Relations Specialist. The Virginia Department for Blind and Vision Impaired is a vocational rehabilitation partner.
- Services provided by VDBVI include rehabilitation training, orientation on mobility, job placement services, etc. Her specific area is vocational rehabilitation. Most clients/career seekers are blind. Amazon was recognized for hiring workers.
- VDBVI recently received a grant to provide six fully accessible work stations with technology for clients to learn how to do customer service. Participants can attain credentials and certification. The idea is that training will lead to internships and paid work-based learning opportunities. A hands-on experience opportunity was provided through a staffing agency which led to employment. Other opportunities include work-based paid training.
- Manage (Action Items)**
- V. Preliminary Budget for PY26/FY26
- The CLEO Consortium will meet on June 18, 2026 to consider budget approval. The current year budget is \$5.1 million. As of June 10, \$4.3 million is spent (84%). Rent, some service contracts and salaries are paid fully. Equus is the largest contract; with 78% spent. Remaining June balance is \$839,000.
- Mr. Davis noted the new year allocation is reduced 6% from the current year due to decreased federal funding. Each year staff assumes a 10% reduction when drafting the budget.
- The formula process for local area funding is established in federal law and calculated by the State. The biggest factor is the “hold harmless” provision, which ensures that no area receives less than 90% of its relative share received in the previous two years. This provision is intended to prevent significant funding fluctuations.
- Four local workforce areas lost money. This year the Capital Region lost \$278,000. Last year, there was a gain. The new allocation is divided among funding streams. Carry over funds are estimated at \$1 million. These funds can be used in the following year. The total projected revenue is \$6.1 million. The budget will be adjusted in December once actual final carry-over is known.
- Mr. Davis reviewed the details of the budget as presented by the Finance Committee, which was included in the meeting packet. The budget is based on estimated revenue of \$6.1 million and planned expenditure of \$4,817,614. This would leave an unbudgeted reserve of \$1,314,347.
- There were no other questions or discussion. Mr. Trey Hayden moved to advance the proposed budget as presented to the chief local elected officials for consideration; Ms. Dale Batten seconded the motion. The motion carried.

VI. Contract Awards/Renewal

Each service contract must be obtained through public procurement. Henrico County's public procurement process is followed. Once awarded, performance, fiscal integrity components, etc. are factored and up to four annual renewals are permitted.

- A. Four contracts are considered for approval; 3 current contracts for renewal and 1 new award for the adult and dislocated worker services. The Board received information on the new award first.

New award:

The request for proposal for adult and dislocated worker services was released in November. Review Committee members were CLEO member Ms. Ann Glave, Board members, Ms. Elizabeth Davis and Mr. John Yates. The Committee reached consensus scores through the purchasing process.

Three organizations submitted proposals for consideration. The two highest scored organizations were interviewed and sent written questions. The bidders returned their best and final offer (BAFO) for consideration. The Committee reconvened for an additional scoring. Henrico Purchasing issued the notice of intent to award to Laine Federal Education, based in Atlanta.

Laine Federal Education, Inc. is a woman and minority-owned business with about 500-600 employees. The company initially started as a staffing agency. The contract budget is \$1.472 million.

Chair Maurer called for questions. It was asked, why did the current incumbent not get selected? In response, it was noted that Laine's proposal received a higher score and was the committee's recommended bidder. Laine presented new ideas, fresh processes, etc.

The transition plan was detailed. Policy and procedures have been also been drafted.

Mr. Chance Robinson asked about their communications plan. Mr. Davis noted there is a plan and strategy for communicating with current businesses and job seeker customers prior to the transition. Virginia Career works will remain the same brand. Current emails will share new contact information to senders.

Renewals:

- B. Equus Workforce Solutions (One Stop Operator). This contract is primarily for staffing to coordinate consistent operations in all three centers, manage customer service process and satisfaction, outreach and coordination of partners. Staff consists of one manager and 2.5

- workforce center Navigators. . This is the last year a renewal is available. **AWARD AMOUNT - \$300,000**
- C. Ross Innovative Employment Solutions Corp. (Out-of-School Youth Contractor). The program works with young adults aged 18-24 who are not actively engaged in education or employment. The contractor consistently hits or exceed enrollment targets and performance. This is the last year for renewal. – **AWARD AMOUNT - \$1,030,000**
 - D. Charles City County Governments (In-school/Out-of-School Youth). This contract is structured as a government-to-government arrangement. Charles City County is actively serving customers, spending on customers is on track, meeting performance. In the past year they were also asked to take on follow-up services for participants served by a former contractor. **AWARD AMOUNT - \$140,000**

Mr. Davis stated that action is needed to confirm the new award to Laine Federal Education, Inc., and renew contract awards to Equus Workforce Solutions, Ross Innovative Employment Solutions, and Charles City County Government. All award periods are July 1, 2026 – June 30, 2027.

Ms. Dale Batten moved to confirm the contract awards as presented; Ms. Shauna Worsley seconded the motion. The motion carried.

- VII. Capital Region System Brand Affirmation – Mr. Brian Davis
- The Virginia Career Works brand and logo were developed to be a public workforce system-wide brand in 2017. Multiple stakeholders were involved in developing the brand. The brand did not previously belong to any other partner organization within the system. It was adopted by all 14 local workforce areas and used on buildings, outreach and other print materials, taglines, etc.

The recently created state Department for Workforce Advancement branded itself as Virginia Works in 2023. For two years, it has been their exclusive brand. The state workforce board adopted a policy in September of 2025 compelling all local workforce areas and multiple state partner agencies to also begin using the Virginia Works agency brand.

Rebranding, absent a clear strategy or plan, is likely to cause unnecessary upheaval, confusion and expenses.

There appears to be some effort by the state to reset the conversation. Until then, it is not yet clear how the system will be branded. Regardless, federal law and regulations allow for local areas to have their own identifier for services and buildings. (Workforce centers are local facilities not state facilities).

The recommendation is to have the Board authorize Virginia Career Works to remain as the brand for the Capital Region until an inclusive comprehensive brand strategy is developed or adopted that does not compel partners and local areas to use a brand only adopted by one

single agency. It was noted that there could also be opportunities to co-brand with Virginia Works. This action has already been taken by the CLEOs.

Ms. Kelly King Horne moved to accept the recommendation as presented and retain Virginia Career Works as the local system brand; Mr. Kevin Battle second the motion. Mr. Dennis Woodard abstained.

VIII. Staff Updates

- The CLEO Consortium Chair is Mr. John Moyer from New Kent. Mr. Jody Rogish from Henrico was recently elected Vice-Chairman.
- Center space adjustment have occurred as follows:
 - The Board's office on the second floor at Richmond West will be vacated with an early lease termination authorized by the landlord. The office will be moved to the first floor.
 - Metro Community Ministries (MCM), a nonprofit has terminated their lease for about 500 square feet at Richmond West.
 - The state Department of Veteran Services is vacating their space at the Chesterfield Center when their lease terminates in November of 2026.
 - A classroom at Henrico has been converted to work stations.
- Space is now available for partner leasing at all three centers.

- **Workforce Board Membership**

There are two business seats to fill. Target industries not currently represented include construction, trades, and logistics. Members were encouraged to forward recommendations.

Long-standing member, Mr. Robert Dick has stepped down after 14 years of service. The Board expressed gratitude for his years of service. Terms for current members Ms. Ilene Maurer, Mr. Drexel Harris, Mr. Trey Hayden, and Mr. Eric Stamper will be renewed.

Mr. Justin Roerink, Hanover County Education Director is not seeking renewal. All areas have a Career and Technical Education (CTE) position. A replacement nominee is identified and will join after CLEO appointment.

IX. There being no further business, the meeting adjourned.

Agenda Item IV.

Capital Region Workforce Development Board Agenda Item Summary – Employer Champion Awards
<i>What is it?</i> Workforce Development Month was created by the National Association of Workforce Development Professionals (NAWDP) in 2005 as a means to promote and recognize the importance and impact of workforce development. Originally celebrated in May, it was moved to September in 2012.
<i>What do Members Need to Know?</i> While there are no pre-defined ways to celebrate or acknowledge Workforce Development Month, NAWDP suggests activities that remind elected officials, businesses, educational agencies, economic development organizations, labor unions, and customers about the value of workforce programs and services to the local economy. In 2023, the Capital Region Workforce Development Board established the Employer Champion Awards as a way to celebrate Workforce Development Month by spotlighting those employers who engage and make impact with our job seeker population. For the fiscal year ending June 30, 2026, Board staff asked service providers to identify three regional employers to recognize as “best in class” based on their partnerships with the workforce system. This year’s awardees are: ➤ Work-based Learning Award - Golden Sanctuary Assisted Living Golden Sanctuary Assisted Living is honored for its impactful partnership with Virginia Career Works, led by the forward-thinking guidance of Amanda Roberts. Through the Work-Based Learning program, Golden Sanctuary successfully integrated four essential team members and secured nearly \$27,000 in On-the-Job Training funds—strengthening both career pathways and organizational growth. Their impressive retention and dedication to a well-trained, stable workforce elevate the standard of resident care and exemplify excellence in workforce development. ➤ Youth Workforce Experience Partner of the Year - Groundwork RVA Groundwork RVA was selected for delivering exceptional hands-on learning and industry recognized credentials through its Green Infrastructure & Arbor Care Pre-Apprenticeship Program. This inaugural cohort of five youth gained real world experience improving community green spaces, earned multiple safety and technical certifications, and received strong support transitioning into On-the-Job Training opportunities. With a second cohort launching this fall, Groundwork RVA’s dedication to skill-building, credential attainment, and career advancement makes them highly deserving of this year’s recognition

➤ **Recruitment and Hiring Award – SITEMETRIC**

SITEMETRIC is recognized with the Recruitment and Hiring Award for their outstanding leadership and execution during the December 2025 hiring event supporting the launch of their new Richmond location. Through partnership with onsite hiring events, SITEMETRIC offered 17 qualified job seekers positions, and an impressive 70 percent retention rate was maintained following the drug and background screening process. We further commend SITEMETRIC for fostering a seamless feedback loop with their team, ensuring accurate and timely reporting of hiring outcomes. Their dedication to quality, efficiency, and collaboration has laid a strong foundation for continued success in the Capital Region

What do Members Need to Do?

No action required.

Agenda Item VI.

Capital Region Workforce Development Board
Agenda Item Summary – Customer Experience and Service Delivery Policy (New)

What is it?

Under the Workforce Innovation and Opportunity Act (WIOA), the Workforce Development Board (WDB) and Chief Local Elected Officials (CLEO) have responsibility for the establishment and oversight of the local workforce delivery system. The one-stop operator that is selected by and works on behalf of the WDB and CLEO is further responsible for:

- Facilitating the seamless incorporation of services for the common customer served by the multiple partner programs within the workforce centers.
- Developing and implementing operation policies that reflect an integrated system of performance, communication, case management and technology to achieve integration.
- Organizing coordinated staff communication, capacity building and training efforts that support functional alignment and further support service integration.

What do Board Members Need to Know?

The purpose of this new policy is to establish a set of uniform customer service standards applicable to all partner agencies and organizations that operate within the Capital Region's Virginia Career Works centers. Customers do not always know, nor should they necessarily need to know, which partner organization employs the staff they encounter in the course of visiting our centers. Customers need only know that they require some form of assistance or services, and the expectation should be that they will receive a uniform quality customer service experiences, regardless of what staff person(s) provide them the assistance.

This policy serves to create an environment where every customer receives professional, respectful, equitable and responsive services in a manner that promotes accessibility, transparency, accountability, customer engagement and meaningful progress toward achievement of the customer's goals.

The policy is organized around seven pillars supporting the various stages of a customer's experience: Access, Engagement, Planning, Progress, Placement, Retention and Exit.

The policy also creates a framework for metrics to review performance and progress against the policy and to identify areas to celebrate or where improvement may be needed.

What do Board Members Need to Do?

Discuss and consider adoption of the policy as recommended jointly by the Continuous Improvement and Programs and Operations Committees.

CUSTOMER EXPERIENCE AND SERVICE DELIVERY POLICY

References:

Workforce Innovation and Opportunity Act, Pub. L. 113-128
20 CFR Part 678, Subpart C – One-Stop Delivery System
20 CFR § 678.300 – One-Stop Delivery System
20 CFR § 678.305 – Comprehensive One-Stop Centers
20 CFR § 678.500 et seq. – One-Stop MOU requirements
20 CFR § 678.800 – One-Stop certification
29 CFR Part 38 – WIOA nondiscrimination and equal opportunity
DOL TEGL 16-16 and Change 1 – One-Stop Operations Guidance
Applicable Virginia Board of Workforce Development/Virginia Works policies

Date: September 10, 2026

Purpose:

The purpose of this policy is to establish a comprehensive customer experience and service delivery framework for Virginia Career Works – Capital Region (VCW Capital Region) that promotes consistent, customer-centered, and outcome-driven workforce services throughout the regional workforce system. This policy establishes standards for customer engagement, communication, case management, service delivery, data collection, monitoring, accountability, and continuous improvement. The Capital Region Workforce Partnership (CRWP) recognizes that successful workforce outcomes are achieved not only through the services provided, but also through the quality, consistency, and effectiveness of customer experience.

Policy Statement:

It is the policy of CRWP that every customer, including job seekers, businesses, training providers, and community partners, shall receive professional, respectful, equitable, and responsive services regardless of how they enter the workforce system. All workforce services shall be delivered in a manner that promotes accessibility, transparency, accountability, customer engagement, and meaningful progress toward employment and workforce development goals. Staff, contractors, workforce center personnel, and partner organizations are expected to operate as a coordinated workforce system that places customer needs at the center of service delivery.

I. Scope:

This policy applies to all CRWP employees, CRWP contracted providers, One-Stop Operator staff, partner organizations, volunteers, interns, and individuals providing services within the Virginia Career Works – Capital Region system. The requirements contained within this policy apply to in-person services, virtual services, telephone interactions, electronic communications, workshops, outreach activities, business services, referrals, and workforce development programs administered through or in partnership with the regional workforce system.

To promote a consistent regional customer experience, applicable customer service, customer feedback, data collection, performance measurement, and continuous improvement requirements established by this policy shall be incorporated into partner agreements, memoranda of understanding, contracts, service agreements, and other formal operating agreements, as applicable, allowable and appropriate to the role and services of each organization.

Requirements may be tailored to reflect the nature of the partnership, populations served, services provided, applicable funding or program requirements, and the organization's role within the Virginia Career Works – Capital Region workforce system. This may include requirements related to customer service standards, feedback collection, referrals and warm hand-offs, data collection and reporting, participation in evaluation activities, performance measurement, and continuous improvement.

For purposes of the WIOA, a program of training services is defined as one or more courses or classes, or a structured regimen that leads to a recognized post-secondary credential, secondary school diploma or equivalent, employment, or measurable skills gains towards a credential or employment.

II. Customer Service Standards:

The following customer experience standards apply throughout every phase of the service delivery framework.

*Customers shall be welcomed with intention and treated with dignity, professionalism, and respect. Staff shall acknowledge customers promptly and create an environment that is welcoming, inclusive, and customer focused.

*Staff shall listen actively and guide customers through the workforce system using clear, understandable language. Customers shall receive accurate information, realistic expectations, and clearly defined next steps.

*Staff shall take ownership of the customer's experience by serving as a point of contact, providing direct contact information, coordinating services, and ensuring continuity of support throughout the customer's engagement.

*Staff shall follow through on commitments, maintain timely communication, and provide consistent follow-up. Customers should be provided clarity on the status of services or expected next steps before any interaction with staff is completed to include next steps, responsibilities, timelines, and available resources. .

*Staff shall connect customers rather than transfer customers. Warm hand-offs and coordinated referrals shall be utilized whenever customers require information or services from another staff member, partner, or organization.

*Within the parameters of each organization's program, staff shall support the customer journey from initial access through service completion and shall remain responsive to changing customer needs throughout the applicable service delivery process.

III. CUSTOMER EXPERIENCE AND SERVICE DELIVERY FRAMEWORK

Virginia Career Works – Capital Region as a system shall operate under a unified customer experience and service delivery framework consisting of seven interconnected phases: Access, Engage, Plan, Progress, Place, Retain, and Exit. This framework serves as the foundation for all workforce system operations and establishes how customers move through services while defining staff expectations, service delivery requirements, documentation standards, and accountability measures. 11

A. Access

The Access phase represents the customer's entry into the workforce system through walk-in visits, referrals, virtual engagement, outreach activities, workshops, partner organizations, telephone inquiries, employer referrals, or other points of entry. During this phase, customers shall be welcomed, informed of available services, and connected to the appropriate workforce resources. Staff shall ensure that customers understand the purpose of the workforce system and are able to access services in a timely and equitable manner. The primary objective of this phase is to eliminate barriers to entry and ensure that every customer feels welcomed, respected, and informed.

B. Engage

The Engage phase focuses on understanding the customer's initial needs, interests, strengths, barriers, life-circumstances and goals. Through observation, initial assessments, triage, conversation, and active listening, staff shall gather sufficient information to determine the most appropriate next step(s). Customers should experience meaningful engagement that helps them feel heard, valued, and supported. Staff shall establish rapport, explain available options, identify immediate needs, and begin developing a relationship that promotes trust and ongoing engagement.

C. Plan

The Plan phase focuses on creating a clear pathway toward the customer's goals. As appropriate, staff shall work collaboratively with customers to develop an Individual Employment Plan (IEP), Individual Service Strategy (ISS), career pathway plan, training strategy, or other service plan appropriate to the customer's needs. Planning activities shall identify any eligibility requirements, employment goals, educational objectives, training needs, supportive service requirements, milestones, and anticipated outcomes. Customers shall actively participate in the planning process and understand the actions required to achieve their goals.

D. Progress

The Progress phase represents active participation in workforce services and career development activities. Services may include job search, career coaching, occupational skills training, work experiences, apprenticeships, supportive services, workshops, assessments, referrals, job readiness activities, business services, or other workforce interventions. Staff shall maintain regular communication, monitor progress, address barriers, document activities, and adjust service strategies as necessary. The objective of this phase is to ensure that customers are consistently moving toward established goals and receiving the support necessary to achieve success.

E. Place

The Place phase focuses on connecting customers to employment opportunities, internships, apprenticeships, occupational training completions, industry-recognized credentials, post-secondary education, or other workforce outcomes. As appropriate to the program and staff role, staff shall provide job matching assistance, resume development, interview preparation, employer engagement, hiring event participation,

and placement support. Workforce services shall be aligned with labor market opportunities and customer goals to maximize successful outcomes.¹²

F. Retain

The Retain phase begins after a customer has achieved a significant workforce outcome, such as employment, training completion, credential attainment, or career advancement. During this phase, staff shall provide follow-up services, monitor retention, identify emerging barriers, provide additional referrals or supportive services when appropriate, and support continued career progression. Retention services shall reinforce long-term success and strengthen workforce outcomes.

G. Exit

The Exit phase represents the intentional conclusion of workforce services. Exits may occur when a customer successfully achieves their goals, completes services, transitions to another program, or becomes inactive according to program requirements. Staff shall ensure that all required documentation is completed, outcomes are properly recorded, follow-up obligations are met, and customers are informed of available resources should future assistance be needed. Exit is not viewed as the end of a relationship but rather the completion of a service cycle within the workforce system.

IV. CUSTOMER EXPERIENCE MEASUREMENT AND EVALUATION

This section establishes requirements for measuring customer experience, service quality, operational follow-through, and workforce outcomes across Virginia Career Works – Capital Region. Customer experience measurement shall be integrated throughout the Access, Engage, Plan, Progress, Place, Retain, and Exit phases and shall be used for accountability, coaching, monitoring, and continuous improvement.

A. Customer Feedback Collection Requirements

Customer feedback shall be gathered through multiple methods appropriate to the service setting and customer journey. Methods may include quick online or QR-code surveys, email surveys, text-message surveys, telephone or check-in calls, follow-up emails, pop-up feedback sessions, focus groups, exit surveys, and other approved feedback methods. Feedback shall be collected throughout the service journey rather than solely at first visit or program exit.

B. Required Customer Feedback Topics

Customer feedback tools shall assess, as applicable, overall satisfaction, dignity and respect, ease of access, clarity of information and expectations, staff responsiveness, understanding of next steps, usefulness of services, effectiveness of referrals and warm hand-offs, support during placement and retention, resolution of customer needs, likelihood to recommend Virginia Career Works services, and open-ended suggestions for improvement.

C. Customer Performance Tracking Requirements

CRWP shall track customer experience and service delivery metrics that may include overall satisfaction score, Net Promoter Score (NPS), average response time, follow-up completion rate, warm hand-off completion rate, first contact resolution rate, recommendation rate, 30/60/90-day retention rate, completion or successful exit rate, documentation compliance, and other customer service or operational measures established by CRWP.

D. Outcome and Service Quality Measures

Where applicable, customer experience measures shall also be reviewed together with workforce outcomes and service quality measures, including enrollment completion, employment outcomes, training or credential outcomes when applicable, retention outcomes, successful service completion, timely and accurate documentation, required customer contacts, and referral completion. Customer experience results shall supplement, and not replace, applicable WIOA, state, local, program, and contract performance requirements.

E. Customer Evaluation Tools

CRWP may evaluate customer experience and service delivery using quantitative and qualitative tools including customer surveys, VAWC and approved system data, case file reviews, documentation reviews, referral and warm handoff reviews, response-time reviews, 30/60/90-day follow-up reviews, focus groups, service delivery observations, customer complaints and feedback, monitoring activities, staff coaching reviews, performance dashboards, and trend analysis.

F. Reporting and Review

Customer experience and service delivery performance will be reviewed through methods such as regular dashboard updates, quarterly trend analysis, and an annual evaluation of results and improvement priorities. Baseline information may be established during initial implementation, with targeted feedback and corrective or improvement strategies implemented as trends are identified.

G. Continuous Improvement Loop

Customer experience measurement shall follow the continuous improvement cycle: Listen → Analyze → Act → Communicate → Repeat. Results shall be used to identify strengths, service gaps, training needs, process improvements, corrective actions when appropriate, and opportunities to improve the customer journey across programs, locations, contractors, and partners.

V. EMPLOYER & PARTNER ENGAGEMENT MEASUREMENT

This section establishes the service framework and requirements for collecting, analyzing, and utilizing employer and partner engagement feedback and performance data across the Virginia Career Works – Capital Region workforce system.

- Employer and partner engagement shall follow six interconnected stages: Engage, Assess, Solve, Connect, Support, and Succeed.
- Engage – Build awareness and relationships by listening to employer and partner needs, communicating available workforce resources and services, and establishing a clear point of contact.
- Assess – Understand workforce needs, challenges, goals, and opportunities through meaningful conversation, needs assessment, labor market information, and other appropriate methods.
- Solve – Work collaboratively with employers and partners to identify and develop practical workforce solutions that respond to identified needs and create value. If solutions are not practical and possible within available resources, clear communication at this phase is critical to manage expectations early.
- Connect – Connect employers and partners to appropriate talent, programs, services, resources, organizations, and workforce system opportunities. Staff shall facilitate introductions, coordinate referrals, and use warm hand-offs when appropriate.
- Support – Maintain relationships through timely communication, follow-through, problem solving, technical assistance, ongoing services, and connections to additional resources as needs evolve.

- Succeed – Evaluate results and impact, recognize outcomes, gather feedback, identify¹⁴ additional opportunities, and strengthen long-term employer and partner relationships.

The six-stage framework shall guide employer and partner engagement while allowing services and engagement strategies to be tailored to the needs, role, and circumstances of each employer or partner. Detailed staff behaviors and expectations associated with each stage are further described in the policy attachments.

A. Feedback Collection Requirements

Staff shall gather employer and partner feedback through multiple channels, including online surveys, email surveys, text-based surveys, direct contact, pop-up sessions, follow-up communication, focus groups, and other CRWP-approved feedback methods.

B. Required Feedback Topics

Feedback tools shall assess overall satisfaction, relationship strength and respect, staff responsiveness, service outcomes and value, open-ended comments, and likelihood to recommend Virginia Career Works services.

C. Performance Tracking Requirements

Staff shall track employer and partner engagement metrics established by CRWP. Measures may include overall satisfaction, Net Promoter Score (NPS), response time, warm handoff completion rate, follow-up completion rate, referrals, repeat engagement, relationship retention, outcomes, and qualitative feedback themes.

D. Employer and Partner Performance Measures

Employer and partner engagement activities shall be measured across the Virginia Career Works – Capital Region workforce system to assess the quality, effectiveness, reach, and outcomes of relationships with employers, workforce partners, education and training providers, community organizations, economic development partners, and other organizations participating in or receiving services through the regional workforce system.

Performance measures may include employer and partner satisfaction, responsiveness, relationship quality, repeat engagement, referrals, warm hand-offs, services provided, outcomes achieved, quality of engagement, retention of relationships, employer penetration, repeat business, and other measures established by CRWP.

Where applicable, CRWP shall also incorporate WIOA employer performance indicators and other federal, state, local, grant, program, or partner-specific performance requirements. These measures shall be considered as part of the broader employer and partner engagement framework and shall not limit CRWP's ability to establish additional measures that reflect the effectiveness of the regional workforce system.

Employer and partner performance information shall be used to identify service gaps, strengthen partnerships, improve coordination, assess the value and effectiveness of services, support continuous improvement, and inform future workforce system strategies.

E. Continuous Improvement Loop

The employer and partner engagement system shall follow a continuous improvement cycle: Listen → Analyze → Act → Communicate → Repeat. Staff shall maintain regular dashboard

VI. PERFORMANCE METRIC MATRIX AND EVALUATION TOOLS

A. Performance Metric Matrix

CRWP shall maintain a companion performance metric matrix to measure progress in implementation of this policy. The matrix may be updated without requiring revision of the full policy, provided that the measures remain consistent with this policy and applicable WIOA, state, local, and contractual requirements.

For each metric, the matrix shall identify the metric definition or calculation, data source or evaluation tool, measurement frequency, responsible party or partner, review responsibility, reporting method, and applicable target or benchmark. Targets and benchmarks may be established or revised annually based on baseline performance, negotiated goals, program requirements, continuous improvement priorities, or other CRWP guidance.

The matrix distinguishes three related levels of accountability: (1) service standards—whether staff and partners performed required service actions; (2) customer and partner experience—how customers, employers, and partners experienced those services; and (3) outcomes—whether services produced meaningful workforce results. CRWP may use these measures together to evaluate service quality, program effectiveness, contractor performance, staff development needs, and continuous improvement priorities.

B. Technology and Evaluation Tools

CRWP shall leverage available and appropriate technology and data systems and may identify, procure, or integrate additional digital tools to support the collection, analysis, and reporting of customer experience and satisfaction data from job seekers, employers, partners, and other workforce system customers. These tools may include, but are not limited to, Virginia Workforce Connection (VAWC), registration systems, survey platforms, text-message and email feedback tools, customer relationship management systems, and other approved technologies. CRWP may work with current technology and data vendors and evaluate additional vendors or solutions as needed to improve real-time feedback collection, accessibility, response rates, data analysis, performance reporting, and continuous improvement.

Technology-based feedback shall supplement other evaluation methods identified in this policy, including direct customer contact, focus groups, case and service reviews, observations, and other qualitative and quantitative methods. The use of digital tools shall not limit CRWP's ability to modify its evaluation methods as technology, customer needs, program requirements, or available resources change.

C. Partner Agreement and Data Collection Requirements

CRWP shall incorporate applicable customer experience, service delivery, feedback, and performance measurement requirements into agreements with organizations participating in the Virginia Career Works – Capital Region workforce system. Agreements shall identify the customer service and data collection responsibilities applicable to the partner's role.

As appropriate, partner agreements may require organizations to collect or provide data related to customer and partner satisfaction, services provided, referrals and warm hand-offs, response and follow-up activities, service outcomes, employment or training outcomes, customer feedback, and other performance measures established by CRWP.

Partners may be requested to utilize CRWP-approved systems, surveys, digital tools, reporting¹⁶ templates, or data collection methods to support consistent regional measurement and reporting. CRWP may also establish common survey questions, data definitions, reporting schedules, and performance measures to improve consistency across the workforce system.

CRWP shall seek to minimize duplicative data collection and, where practical, use existing systems, partner data, shared technology, and approved integrations to support reporting and evaluation.

Data collected through partner agreements shall be used to evaluate customer experience, service quality, partnership effectiveness, system outcomes, and continuous improvement. Data collection and information sharing shall be conducted in accordance with applicable confidentiality, privacy, data security, program, contractual, federal, state, and local requirements.

VIII. POLICY ATTACHMENTS AND IMPLEMENTATION TOOLS

The following attachments are illustrative in nature to support implementation of this policy and provide visual conveyance of service delivery expectation, staff behaviors, customer and employer/partner feedback methods, performance measures, and continuous improvement practices. The attachments shall be used for staff training, implementation, monitoring, coaching, and performance review. If an attachment is revised for clarity or operational use, the revision shall remain consistent with the requirements of this policy.

Attachments A-G contain the visual service frameworks. Attachment H contains the companion initial Performance Metric Matrix which may evolve and be updated without requiring revision of the full policy, provided that changes remain consistent with this policy and applicable requirements.

Signature _____ Effective Date: _____

VIRGINIA CAREER WORKS – CAPITAL REGION
CUSTOMER EXPERIENCE & SERVICE DELIVERY FRAMEWORK

A CUSTOMER-CENTERED JOURNEY. A COMMITTED TEAM. A STRONGER COMMUNITY.



A customer-centered journey. A committed team. A stronger community.

CUSTOMER FLOW STAGE	1. ACCESS	2. ENGAGE	3. PLAN	4. PROGRESS	5. PLACE	6. RETAIN	7. EXIT
KEY QUESTIONS TO ASK	Goal: Make it easy to reach us and get started. - How easy was it to find us? - How was your first experience contacting Virginia Career Works? - Did you get the information you needed? - What almost stopped you from reaching out?	Goal: Understand needs and build trust. - Did staff listen to and understand your needs? - Did you feel treated with respect? - Did we answer your questions clearly? - Is there anything we could have done better?	Goal: Co-create a plan that fits their goals. - Do you understand your plan and next steps? - Do you feel your plan meets your goals? - Are the resources and services we discussed a good fit? - Is there anything missing from your plan?	Goal: Provide guidance and keep customers moving forward. - Do you feel informed about your progress? - Is staff available and responsive when you need help? - Are the services you're receiving helping you move forward? - What challenges can we help you overcome?	Goal: Connect customers to opportunities and resources. - Did we help you get the right job, training, or opportunity? - How confident do you feel about your next step? - What else would help you be successful?	Goal: Support success and sustain progress. - Do you feel supported in your job or training? - Is there anything getting in the way of your success? - How can we continue to support you? - What additional services would be helpful?	Goal: Ensure successful outcomes and plan for the future. - Overall, how satisfied are you with your experience? - Would you recommend Virginia Career Works to others? - What was most helpful? - What could we improve for future customers?
RECOMMENDED METHOD	Quick Online Survey (Website/QR Code) or Text Survey Within 24-48 hours of first contact	Short Survey via Email or Text within 1-2 days of first full interaction	Email Survey or Tablet Survey at end of planning session	Text Survey or Check-in Call midway through services Every 60 days	Email Survey or Phone Call after placement or training entry Within 30 days	Text/Email Survey or Follow-up Call at 30, 60, and 90 days post-placement	Exit Survey via Email or Text at program completion/exit Within 30 days
STAFF EXPECTATIONS (By Role)	Front Desk / Outreach Staff - Greet every customer warmly and professionally - Provide clear information and next steps - Ensure accessibility and inclusive environment - Escalate to the right team member	Career Coach / Intake Staff - Use active listening and ask open-ended questions - Show empathy and respect for each individual - Explain available services clearly - Confirm understanding and next steps Business Services Staff - Identify potential employer connections early	Career Coach - Co-create a plan tailored to customer goals - Set realistic milestones and timelines - Explain roles and responsibilities - Document and share plan clearly Support Staff - Ensure referrals and resources are in place	Career Coach / Case Manager Services Staff - Maintain regular contact - Proactively remove barriers and connect to resources - Track and communicate progress - Adjust plan as needed Support Staff - Follow up on commitments within agreed timeframes	Career Coach / Business Services Staff - Match customers to the right employment or training - Support with resumes, interviews, and employer connections - Ensure warm hand-offs to employers Business Services Staff - Engage employers and confirm good fit	Career Coach / Case Manager - Check in at 30, 60, 90 days - Provide ongoing support and resources - Help solve workplace or training challenges - Celebrate successes Business Services Staff - Maintain employer relationships to support retention	Career Coach - Ensure customer has a plan for next steps - Share additional resources and follow-up options - Thank customer and request feedback Support Staff - Complete exit documentation and surveys
HOW WE MEASURE (ACROSS ALL STAGES)	Surveys (Computers/Tablets) In-center or via link/QR code	Email Surveys Sent after interactions, appointments, or service completion	Text Message Surveys Short SMS surveys for real-time feedback	Phone Calls Direct check-ins and follow-ups	Pop-Up Sessions Quick feedback at events, trainings, and visits	Follow-Up Emails Confirm needs met and request feedback	Focus Groups Quarterly discussions with customers Social Media & Online Reviews Monitor and respond to feedback
12-MONTH MEASUREMENT PLAN							
Months 1-3 Baseline surveys Launch feedback channels	Months 4-6 Monitor engagement Identify trends Adjust strategies	Months 10-12 Year-End evaluation Compare to goals Plan for next year	KEY METRICS WE TRACK				
Overall Satisfaction Score Net Promoter Score (NPS) Response Time (Avg. in Hours)			Follow-Up Completion Rate Warm Hand-Off Rate Retention Rate (30/60/90 Days)				
REPORTING & REVIEW							
Monthly dashboard updates Quarterly trend analysis Share insights with staff and partners Identify strengths and improvement areas Adjust strategies and action plans							
USE FEEDBACK TO IMPROVE							
Listen → Analyze → Act Communicate changes Close the loop with customers Continuously improve our service experience							

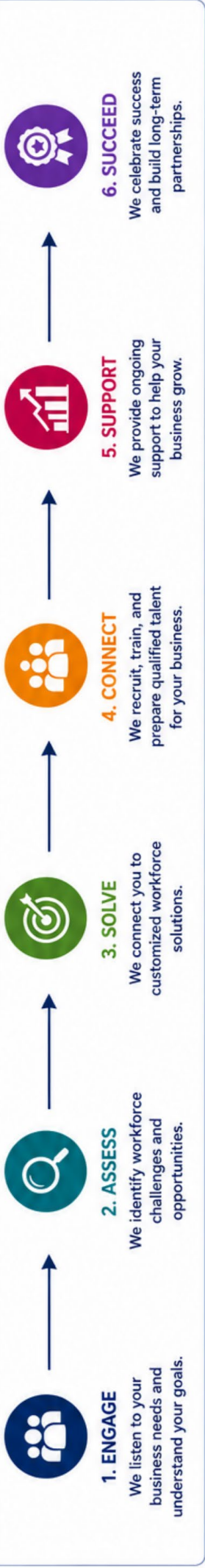
TOGETHER, WE MAKE AN IMPACT!

Connecting People.

Strengthening Communities.

Building Careers.

For more information: www.vcwcapital.com



OUR PARTNERS IN SUCCESS

- Employers
- Education & Training Providers
- Community Organizations
- Economic Development Partners
- Together We Make an Impact

EMPLOYER SOLUTIONS

- Talent Recruitment**
Connect with qualified candidates.
- On-the-Job Training (OJT)**
Train employees while they work.
- Work Experience (WEX)**
Build your future workforce through meaningful experiences.
- Customized Training**
Upskill your workforce with tailored training solutions.
- Job Fairs & Hiring Events**
Connect with job seekers face-to-face.
- Incumbent Worker Training**
Strengthen skills and increase retention.
- Workforce Information**
Labor market data and industry insights.
- Business Services Support**
Resources and guidance every step of the way.

HOW WE PARTNER WITH YOU

- DISCOVER**
We learn about your business and workforce needs.
- DESIGN**
We create a customized solution for your goals.
- DELIVER**
We connect you with services and talent.
- DEVELOP**
We help build a stronger, more skilled workforce.
- DRIVE RESULTS**
We support your success and long-term growth.

PARTNER BENEFITS

- Access to a diverse talent pool
- Reduced recruitment and training costs
- Customized solutions to meet your needs
- Stronger workforce and higher retention
- Local support with a personal touch
- Stronger community and economic growth

LET'S BUILD SUCCESS TOGETHER

We are your workforce partner — today and tomorrow.



INDUSTRIES WE SUPPORT

- Healthcare
- Advanced Manufacturing
- Information Technology
- Logistics & Transportation
- Hospitality & Tourism
- Construction & Skilled Trades
- Business Services
- And More

CONNECT WITH US

Visit our website
<https://vcwcapital.com/>
Your connection to workforce solutions, employer resources, and community impact.

EMPLOYER & PARTNER ENGAGEMENT STAFF EXPECTATIONS AT EACH STAGE

Building Stronger Connections. Creating Workforce Solutions.

We are a customer-centered team committed to partnering with employers and community organizations to strengthen our economy and communities.

OUR PARTNERS IN SUCCESS

- Employers
- Education & Training Providers
- Community Organizations
- Economic Development Partners
- Together We Make an Impact!

PARTNER ENGAGEMENT JOURNEY – STAFF EXPECTATIONS AT EACH STAGE



EMPLOYER & PARTNER ENGAGEMENT STAFF BEHAVIORS AT EACH STAGE

Building Stronger Connections. Creating Workforce Solutions.

We value our partnerships and individual relationships and are committed to delivering responsive, respectful, and results-driven engagement at every stage.

PARTNER ENGAGEMENT JOURNEY – BEHAVIORS AT EACH STAGE





VIRGINIA

CAREER WORKS

CAPITAL REGION

MEASURING EMPLOYER & PARTNER ENGAGEMENT

STAFF BEHAVIORS OVER 12 MONTHS

Multi-Channel Feedback. Continuous Improvement. Stronger Partnerships,

We measure what matters and use feedback to improve experiences, strengthen relationships, and deliver exceptional service at every stage.

HOW WE MEASURE

Multiple ways for partners to share feedback year-round.

All feedback is confidential and used for improvement.

ONLINE SURVEYS

Quick surveys on computers/tablets via QR codes, links on our website and emails.

EMAIL SURVEYS

Survey links sent after interactions, events, or service delivery.

TEXT SURVEYS

Short SMS surveys for convenience and real-time feedback.

DIRECT CONTACT

Phone calls and conversations with employers and partners.

POP-UP SESSIONS

Quick feedback kiosks at events, trainings, and business visits.

FOLLOW-UP EMAILS

Sent after service or referral to confirm needs were met.

FOCUS GROUPS

Quarterly discussions with employers and partners for deeper insights.

WHAT WE VALUE

Valuing partnerships & individual relationships

Always returning calls and messages

Warm hand-offs to the right person or resource

Follow-up emails to confirm needs were met

Respect, responsiveness, and results

WE FOLLOW UP.

✓

✓

✓

✓

✓

1. ACCESS

How satisfied are you with your initial interaction with our staff?

Did our staff show genuine interest in you and your organization?

How easy was it to reach the right person to start the conversation?

★

★

★

2. ENGAGE

How satisfied are you with the way we understood your needs and opportunities?

Did staff ask the right questions and listen carefully?

How responsive were we in gathering information or data you needed?

★

★

★

3. PLAN

How satisfied are you with the solutions and resources provided?

Did staff collaborate with you to develop practical solutions?

How timely were introductions and follow-through communications?

★

★

★

4. PROGRESS

How satisfied are you with the quality of our connections and introductions?

Did staff make warm hand-offs to the right people or resources?

How quickly do staff respond to your calls, emails, and needs?

★

★

★

5. SUPPORT

How satisfied are you with the ongoing support you receive?

Does staff treat you with respect and value your time?

How well does our support help you achieve your goals?

★

★

★

7. RETAIN

How satisfied are you with the results and partnership success?

Do you feel we value our relationship with your organization?

How effective is our follow-up to ensure your needs were met?

★

★

★

OVERALL EXPERIENCE

Rate your overall experience working with our staff.

★

★

★

★

★

1 (Poor) to 5 (Excellent)

NPS (Net Promoter Score)

How likely are you to recommend us to another employer or partner?

0

1

2

3

4

5

6

7

8

9

10

Not at all likely

Extremely likely

Comments / Suggestions

12-MONTH MEASUREMENT PLAN

MONTH 1

Baseline Survey

Establish baseline metrics.

MONTH 2

Follow-Up Surveys

Collect after key interactions and events.

MONTH 3

Pop-Up Sessions

Gather quick feedback at events.

MONTH 4

Phone Outreach

Direct calls with key employers and partners.

MONTH 5

Mid-Year Check-In

Review trends and identify opportunities for improvement.

MONTH 6

Follow-Up Emails

Confirm needs were met and capture feedback.

MONTH 7

Text Surveys

Pulse check for quick feedback.

MONTH 8

Focus Groups

Deep dive discussions with partners.

MONTH 9

Continued Surveys

Ongoing feedback across all channels.

MONTH 10

Partner Outreach

Strengthen relationships and follow up.

MONTH 11

Satisfaction Check

Measure progress and improvements.

MONTH 12

Year-End Survey

Evaluate annual performance and outcomes.

WIOA: SERVING EMPLOYERS EFFECTIVELY

(Employer Performance Measures)

Employer Penetration Rate (Quarterly)

Repeat Business Rate (Quarterly)

Satisfaction with Services (Quarterly)

Quality of Employer Engagement (Quarterly)

Business Services Provided (Quarterly)

Employer Outcomes (Annually)

KEY METRICS WE TRACK

Overall Satisfaction Score

Net Promoter Score (NPS)

Response Time (Avg. in Hours)

Warm Hand-Off Rate

Follow-Up Email Rate

Referral / Recommendation Rate

Issue Resolution Rate

Qualitative Feedback Themes

REPORTING & REVIEW

Monthly dashboard updates

Quarterly trend analysis

Share insights with staff and partners

Identify strengths and improvement areas

Adjust strategies and action plans

IMPROVEMENT LOOP

Listen → Analyze → Act

→ Communicate → Repeat

We use feedback to improve staff behaviors, strengthen partnerships, and deliver better results for our community.

OUR COMMITMENT

We are committed to valuing every partnership and individual relationship.

We return calls, make warm hand-offs, follow up, and ensure your needs are met—every time.

TOGETHER, WE MAKE AN IMPACT!

Connecting people. Strengthening communities. Building careers.

ATTACHMENT H - PERFORMANCE METRIC MATRIX

Performance Area	Metric	Measurement / Definition	Primary Data Source / Tool	Review Frequency	Reporting / Use
1	Responsiveness	Response Time	Average time from inquiry/request to staff response	Contact records, approved systems, email/service review	Monthly
2	Follow-Through	Follow-Up Completion Rate	% of required follow-ups completed within established timeframe	VAWC, OneFlow, case notes, approved trackers	Monthly
3	Customer Navigation	Warm Handoff Completion Rate	% of warm handoffs with confirmed connection or documented outcome	Referral records, case notes, approved systems	Monthly/Quarterly
4	Customer Experience	Overall Satisfaction	Customer rating of overall service experience	Customer surveys and feedback tools	Ongoing/Quarterly
5	Customer Experience	Net Promoter Score (NPS)	Likelihood to recommend VCV services using the approved NPS method	Customer and employer/partner surveys	Quarterly/Annual
6	Resolution	First Contact Resolution Rate	% of customer needs resolved at first contact without unnecessary transfer	Survey, service review, contact records	Quarterly
7	Documentation	Documentation Compliance	% of reviewed records meeting documentation standards	VAWC, case file and documentation review	Monthly/Quarterly
8	Outcomes	Employment / Service Outcome	Documented employment or other applicable planned workforce outcome	VAWC and approved systems	Monthly/Quarterly
9	Retention	30/60/90-Day Retention	% of applicable customers retained at each follow-up interval	VAWC, follow-up records, employer/customer verification	Monthly/Quarterly
10	Completion	Completion / Successful Exit	% completing planned pathway or exiting with documented successful outcome	VAWC, case review	Quarterly/Annual
11	Employer/Partner	Employer/Partner Satisfaction	Satisfaction, relationship quality, responsiveness, value, and likelihood to recommend	Employer/partner surveys, direct feedback, focus groups	Quarterly/Annual
12	Employer Engagement	Repeat Business / Employer Penetration	Repeat employer engagement and employer reach using applicable CRWP/WIOA methodology	Employer service records and applicable reporting data	Quarterly/Annual