



**Programs and Operations
Committee February 10, 2026
12:00-1:30**

Chair: Kelly King Horne
Staff: Krishawn Monroe

- I. Welcome**
- II. Approval of December 2, 2026 Meeting Minutes**
- III. Discussion Items**
 - a. Workforce Center Conversation
 - i. Transportation access to Workforce Centers and how customers currently travel to each location
 - ii. Updated foot traffic and utilization data
 - iii. Information on vulnerable populations served at each center (Wagner Peyser & WIOA)
 - iv. Timeline of anticipated funding changes
 - v. Estimated costs associated with consolidation and potential cost-saving opportunities

Mission: This committee generally focuses on program policies and service delivery, day-to-day operations in the centers, engagement of other community service partners and matters around federal program compliance and efforts to serve targeted populations.



Program and Committee Meeting Notes – December 2, 2026

| | | | |
|---|----------------------|---|-----------------------|
| X | Kelly King Horne | X | Honorable Jody Rogish |
| X | Ms. Shelby Johnson | X | Honorable John Moyer |
| | Ms. Danielle Gilbert | X | Mr. Jeffrey Elmore |
| X | Mr. Dennis Woodard | X | Ms. Krishawn Monroe |

I. Welcome

Call to Order- Chair Kelly King-Horne called the meeting to order.

- a. Recognition of the New Members: The Chair recognized the following new members:
Honorable John Moyer, Supervisor New Kent;
Honorable Jody Rogish, Supervisor Henrico County;
Ms. Shelby Johnson, Director of Community Corrections

- II. **Approval of Meeting Minutes-** Motion made by Dennis Woodard and seconded by Kelly King-Horne. Approved

III. Discussion Items

A. Workforce Centers Discussion

Staff provided an overview of current and ongoing discussions related to Workforce Center operations, including service delivery, utilization, and alignment with customer and employer needs. Committee members discussed considerations related to access, efficiency, sustainability, and customer experience across the regional Workforce Centers, using the Maintain, Pivot, or Consolidate framework. Staff noted that additional analysis and recommendations will be presented at a future meeting. The committee expressed its intent to develop recommendations across all framework options.

Action Items / Requests:

The committee requested that staff provide the following information at a future meeting:

1. Transportation access to Workforce Centers and how customers currently travel to each location
2. Updated foot traffic and utilization data
3. Information on vulnerable populations served at each center (Wagner Peyser & WIOA)
4. Timeline of anticipated funding changes
5. Estimated costs associated with consolidation and potential cost-saving opportunities

b. Customer Service Standards

The committee did not review the Customer Service Standards item during this meeting due to time constraints. This item will be added to the agenda for discussion at the next scheduled Programs & Operations Committee meeting. No action was taken.

IV. **Meeting Cadence** – Next Meeting February 10, 2026 at 12:00-1:30pm

V. **Adjourn**

Arrival, Foot Traffic, and Cost-Per-Visit Analysis
Using the Maintain, Pivot, or Consolidate Framework
(November 3, 2025 – January 28, 2026, with Foot Traffic Context July–December 2023–2025)

This analysis pairs arrival method data with multi-year foot traffic trends and a cost-per-visit lens to provide a more comprehensive understanding of how customers access workforce centers and how utilization aligns with operational investment. The Maintain, Pivot, or Consolidate framework is applied solely as an analytical reference to contextualize observed patterns.

Across all locations, driving is the predominant mode of access, accounting for 73 percent of arrivals during the snapshot period. While foot traffic continues to decline, the slower rate of decrease in the most recent period suggests changing engagement patterns rather than uniform disengagement.

Henrico/Cedar Fork recorded the highest number of arrivals during the snapshot period and has consistently maintained the highest foot traffic across all reviewed years. Arrival patterns show a majority of customers arriving by car, with moderate use of public transportation and ride-share services. When paired with foot traffic trends, Henrico exhibits both high utilization and relatively stable access patterns. In a cost-per-visit context, higher visit volumes provide additional context for understanding how fixed facility and staffing costs are distributed across customer volume over time.

Chesterfield/Turner demonstrates the strongest dependence on personal vehicles, with more than four-fifths of customers arriving by car and minimal use of public transportation. This access pattern coincides with a steady and sustained decline in foot traffic over the three-year period. When foot traffic trends are viewed alongside arrival data, Chesterfield reflects a utilization profile where access is highly vehicle-dependent and overall, in-person engagement has consistently decreased. In a cost-per-visit framework, declining visits increase the analytical importance of understanding how fixed lease and staffing costs relate to reduced customer volume.

Richmond West/Radford shows a more diverse arrival profile, with the highest proportion of customers arriving via public transportation and a lower reliance on personal vehicles relative to the other locations. This multimodal access pattern exists alongside a significant decline in foot traffic between 2023 and 2024, followed by a smaller decline into 2025. When paired with cost-per-visit considerations, this combination highlights how access diversity and changing utilization trends interact with operational costs in an urban or transit-connected context.

Viewed collectively, the integration of arrival methods, foot traffic trends, and cost-per-visit analysis highlights that utilization patterns are influenced not only by total visit volume but also by how customers physically access each location. Applying the Maintain, Pivot, or Consolidate framework as an analytical lens allows these relationships to be examined across locations without assigning outcomes, while supporting a more complete understanding of access, demand, and resource alignment.

Arrival, Foot Traffic, and Cost-Per-Visit Analysis
 Using the Maintain, Pivot, or Consolidate Framework
 (November 3, 2025 – January 28, 2026, with Foot Traffic Context July–December 2023–2025)

SNAPSHOT REPORT

11/3/2025-1/28/2026

| Arrival Report | Chesterfield/Turner | | Richmond West/Radford | | Henrico/Cedar Fork | | Total | |
|-----------------------------|---------------------|-----|-----------------------|-----|--------------------|-----|-------------|-----|
| | | | | | | | | |
| Bike | 2 | 0% | 8 | 1% | 25 | 1% | 35 | 1% |
| Drove | 508 | 83% | 730 | 69% | 1514 | 71% | 2752 | 73% |
| Public Transportation (Bus) | 15 | 2% | 159 | 15% | 162 | 8% | 336 | 9% |
| Uber/Lyft | 11 | 2% | 40 | 4% | 84 | 4% | 135 | 4% |
| Other | 77 | 13% | 116 | 11% | 339 | 16% | 532 | 14% |
| Total | 613 | | 1053 | | 2124 | | 3790 | |

Methodology Note

Arrival snapshot data reflects self-reported or staff-recorded customer arrival methods collected between November 3, 2025, and January 28, 2026. Foot traffic data reflects aggregated in-person visits by location for the July–December period in calendar years 2023, 2024, and 2025. Cost-per-visit analysis is conceptual and based on pairing total operating costs, lease obligations, and staffing levels with foot traffic volumes to assess relative cost distribution across visits. The Maintain, Pivot, or Consolidate framework is used exclusively as an analytical reference point to interpret observed patterns and does not imply recommendations or predetermined decisions.

Workforce Center Foot Traffic Analysis
Using the Maintain, Pivot, or Consolidate Framework
(July–December 2023 through July–December 2025)

The data reflects changes in customer utilization patterns and provides context for understanding how each location aligns within the framework based on observed usage trends.

Across all locations, total foot traffic declined over the three-year period. Visits decreased from 14,808 in July–December 2023 to 11,398 in July–December 2024, followed by a smaller decrease to 10,187 in July–December 2025. The magnitude of decline was significantly greater between 2023 and 2024 than between 2024 and 2025, indicating a slowing rate of reduction in in-person visits during the most recent period.

Henrico consistently recorded the highest volume of foot traffic across all periods. After a slight increase between 2023 and 2024, foot traffic declined modestly between 2024 and 2025. Relative to the other locations, Henrico exhibited the smallest year-over-year changes, suggesting greater stability in customer utilization when viewed within the Maintain, Pivot, or Consolidate framework.

Chesterfield experienced a continuous decline in foot traffic across each period, with decreases observed from 2023 to 2024 and again from 2024 to 2025. The pattern reflects a sustained downward trajectory in in-person usage, which, under the framework, aligns with characteristics typically associated with locations experiencing structural shifts in customer access or engagement.

Richmond West showed a substantial decrease in foot traffic between 2023 and 2024, followed by a more moderate decline between 2024 and 2025. While overall traffic remains lower than in earlier periods, the reduced rate of decline in the most recent period suggests a change in the pace of utilization loss when evaluated through the Maintain, Pivot, or Consolidate framework.

Overall, the data indicates differing utilization patterns across locations, with varying rates of change over time. Applying the Maintain, Pivot, or Consolidate framework as an analytical reference helps contextualize these patterns by distinguishing between locations with relatively stable utilization and those experiencing sustained or accelerated declines, without drawing conclusions regarding future actions.

| Location /Period | July – Dec 2025 | Difference 24/25 | July – Dec 2024 | Differences 23/24 | July -December 2023 |
|-------------------------|----------------------------|-----------------------------|----------------------------|------------------------------|--------------------------------|
| Chesterfield | 1638 | -743 | 2381 | -1304 | 3685 |
| Henrico | 5743 | -145 | 5888 | 37 | 5851 |
| Richmond West | 2806 | -323 | 3129 | -2143 | 5272 |
| Total | 10187 | -1211 | 11398 | -3410 | 14808 |

Workforce Center Foot Traffic Analysis
Using the Maintain, Pivot, or Consolidate Framework
(July–December 2023 through July–December 2025)

| | | | |
|--|--|--|--|
| Average Unemployment Rate | July–Dec 2025: Monthly data for July through later 2025 indicate rates around 3.5–3.7% , higher than 2024’s levels. Early data suggests an approximate ~3.6% average for that period. | Metro Richmond’s unemployment rate hovered around the low 3% range (around ~3.0–3.4% throughout late 2024) — roughly averaging ~3.2% . | Average (Jul–Dec 2023): ~3.0 %; hovered around the low 2.8% range in July– then by December climbed to 3.1% range. |
| WARN NOTICES | Statewide notices filed but none specifically in the Capital Region | June 2024- August 24 RMC Events layoffs (~560 jobs statewide) | November 2023 – December 2023: Great Minds layoffs (79 jobs in Richmond, VA) |

Methodology Note

Foot traffic data reflects in-person customer visits recorded at each workforce center during the July–December period for calendar years 2023, 2024, and 2025. Data was aggregated by location and compared year over year to identify changes in utilization patterns. Percentage and numeric differences were calculated to assess the rate and direction of change over time. The Maintain, Pivot, or Consolidate framework was applied solely as an analytical lens to interpret observed trends and does not imply recommendations or predetermined outcomes.

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 2024 Year & July -December 2025)

This document analyzes workforce center utilization patterns across PY23, PY24, and PY25 (July–December) using the Maintain / Pivot / Consolidate framework as an analytical lens. The analysis integrates normalized utilization categories, multi-year foot traffic trends, and arrival method data to examine how each center is used over time. The framework is applied for interpretive purposes only and does not imply recommendations or predetermined outcomes.

Utilization data for PY23, PY24, and PY25 were collected using different service reason categories due to changes in tracking and reporting practices. To support consistency across years, service reasons were aggregated into normalized utilization categories reflecting common engagement types. This approach enables comparison of utilization patterns and concentration over time while preserving the integrity of year-specific data and avoiding direct category-to-category comparisons.

Systemwide Utilization Overview

Across PY23–PY25, total in-person utilization declined, with the most significant decrease occurring between PY23 and PY24, followed by a slower rate of decline into PY25. Despite changes in service reason categories across years, normalized utilization analysis shows consistent concentration in a small number of engagement types.

Systemwide utilization is primarily driven by:

- Unemployment and public benefits assistance
- Job search and career navigation activities
- Resource and access services

Justice-impacted and community referral activity appears in the systemwide data but reflects services delivered exclusively at the Henrico / Cedar Fork location, rather than demand distributed evenly across centers.

Center-Level Utilization Analysis

Henrico / Cedar Fork

Henrico consistently records the highest utilization volume across all program years and quarters. Foot traffic shows relative stability compared to other locations, and arrival data indicates that the majority of customers access the center by personal vehicle, with moderate use of public transportation and ride-share services.

Henrico is the only center offering justice-impacted services, including Community Corrections–related activity. As a result, utilization at Henrico reflects both general workforce service demand and specialized service delivery not available at other locations.

Utilization at Henrico is concentrated in:

- Unemployment assistance and public benefits
- Resource room usage
- Job search assistance and hiring events
- Justice-impacted services and community corrections referrals (Henrico-only)

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 2024 Year & July -December 2025)

Within the Maintain / Pivot / Consolidate framework, Henrico aligns with characteristics typically associated with centers demonstrating sustained demand, a broad service mix, and specialized service functions that influence overall utilization volume.

Richmond West / Radford

Richmond West shows moderate utilization volume with notable variation across years. Foot traffic declined sharply between PY23 and PY24, followed by a slower decline into PY25. Arrival data indicates the highest reliance on public transportation among the three locations, suggesting a transit-connected access profile.

Utilization at Richmond West includes:

- High engagement in unemployment assistance
- Strong participation in job search and hiring events
- Meaningful use of resource room services
- No justice-impacted services offered at this location

Within the framework, Richmond West aligns with characteristics associated with centers experiencing changing utilization patterns shaped by access modality and service mix, without the influence of specialized justice-related services.

Chesterfield / Turner

Chesterfield records the lowest utilization volume across locations and demonstrates a consistent decline in foot traffic across all three years. Arrival data shows strong dependence on personal vehicles and minimal use of public transportation.

Utilization at Chesterfield is primarily concentrated in:

- Unemployment assistance
- Job search assistance
- Resource room usage
- No justice-impacted services offered at this location
-

Programmatic and education-focused services represent a smaller portion of total activity. Within the Maintain / Pivot / Consolidate framework, Chesterfield aligns with characteristics commonly observed in centers experiencing sustained decreases in in-person utilization and narrower engagement patterns.

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

Utilization by Engagement Categories (YTD)

| Utilization Categories | PY23 | PY24 | PY25 |
|---|-------------|-------------|-------------|
| Unemployment & Public Benefits Assistance | 4,230 | 3,098 | 4,017 |
| Job Search & Career Navigation | 488 | 980 | 2,720 |
| Resource & Access Services | 1,481 | 551 | 1,008 |
| Core Program & Case Management | 378 | 819 | 617 |
| Education & Skills Support | 219 | 81 | 22 |
| Justice-Impacted & Community Referrals | 674 | 601 | 1,167 |

| Henrico/Cedar Fork | | | | | | | | | | | | | |
|---|------------------------|----------|---------------|----------------------|----------------------|-----------------------|----------------------|---------------------|---------------------|--------------------------------|------------------------|------------------------|------|
| Lease Terms Based on 3% Annual Increases | | | | | | | | | | | | | |
| Term | Annual Base Rent | PSF Cost | Annual % Incr | IT Cost | IT Cost Tech Refresh | Utilities/Maintenance | Navigator Cost | Supplies | Other Sevices | Henrico Annual Operating Cost | Revenue from Tenants | CRWP Annual Cost | % |
| 11/1/26-10/31/27 | \$ 339,900.00 | \$ 16.29 | 3% | \$ 17,135.92 | \$ - | \$ 65,739.81 | \$ 40,224.00 | \$ 4,000.00 | \$ 2,750.00 | \$ 469,749.73 | \$ 195,438.48 | \$ 274,311.25 | 36% |
| 11/1/27-10/31/28 | \$ 350,097.00 | \$ 16.78 | 3% | \$ 18,164.08 | \$ - | \$ 70,341.60 | \$ 41,430.72 | \$ 4,160.00 | \$ 2,805.00 | \$ 486,998.39 | \$ 201,301.63 | \$ 285,696.76 | 36% |
| 11/1/28-10/31/29 | \$ 360,599.90 | \$ 17.28 | 3% | \$ 19,253.92 | \$ 97,102.00 | \$ 75,265.51 | \$ 42,673.64 | \$ 4,326.40 | \$ 2,861.10 | \$ 602,082.47 | \$ 207,340.68 | \$ 394,741.79 | 42% |
| 11/1/29-10/31/30 | \$ 371,417.90 | \$ 17.80 | 3% | \$ 20,409.15 | \$ - | \$ 80,534.09 | \$ 43,953.85 | \$ 4,499.46 | \$ 2,918.32 | \$ 523,732.78 | \$ 213,560.90 | \$ 310,171.88 | 34% |
| 11/1/30-10/31/31 | \$ 382,560.44 | \$ 18.33 | 3% | \$ 21,633.70 | \$ - | \$ 86,171.48 | \$ 45,272.47 | \$ 4,679.43 | \$ 2,976.69 | \$ 543,294.21 | \$ 219,967.73 | \$ 323,326.48 | 52% |
| 11/1/31-10/31/32 | \$ 394,037.26 | \$ 18.88 | 3% | \$ 22,931.73 | \$ - | \$ 92,203.48 | \$ 46,630.64 | \$ 4,866.61 | \$ 3,036.22 | \$ 563,705.94 | \$ 226,566.76 | \$ 337,139.18 | 100% |
| 11/1/32-10/31/33 | \$ 405,858.36 | \$ 19.45 | 3% | \$ 24,307.63 | \$ - | \$ 98,657.73 | \$ 48,029.56 | \$ 5,061.28 | \$ 3,096.95 | \$ 585,011.50 | \$ 233,363.76 | \$ 351,647.74 | 100% |
| Totals for Remainder of Lease | \$ 2,604,470.85 | | | \$ 143,836.13 | \$ 97,102.00 | \$ 568,913.70 | \$ 308,214.88 | \$ 31,593.18 | \$ 20,444.28 | \$ 3,774,575.02 | \$ 1,497,539.94 | \$ 2,277,035.08 | |
| Richmond West Ste 100-101 | | | | | | | | | | | | | |
| Lease Terms Based on Annual Increases Per Lease Terms | | | | | | | | | | | | | |
| Term | Annual Base Rent | PSF Cost | Annual % Incr | IT Cost | IT Cost Tech Refresh | Utilities/Maintenance | Navigator Cost | Supplies | Other Sevices | Richmond West Annual Total | Revenue from Tenants | CRWP Annual Cost | % |
| 12/1/26-11/30/27 | \$ 155,510.04 | \$ 18.58 | 2% | \$ 17,488.82 | \$ - | \$ 62,913.89 | \$ 28,800.00 | \$ 4,000.00 | \$ 750.00 | \$ 269,462.75 | \$ 44,758.14 | \$ 224,704.61 | 29% |
| 12/1/27-11/30/28 | \$ 158,620.24 | \$ 18.95 | 2% | \$ 18,538.15 | \$ 96,300.00 | \$ 67,317.86 | \$ 29,664.00 | \$ 4,160.00 | \$ 765.00 | \$ 279,065.25 | \$ 45,653.30 | \$ 233,411.95 | 29% |
| 12/1/28-11/30/29 | \$ 161,792.65 | \$ 19.33 | 2% | \$ 19,650.44 | | \$ 72,030.11 | \$ 30,553.92 | \$ 4,326.40 | \$ 780.30 | \$ 289,133.82 | \$ 46,566.37 | \$ 242,567.45 | 26% |
| 12/1/29-2/28/30 | \$ 206,285.13 | \$ 19.72 | 2% | \$ 20,829.46 | | \$ 77,072.22 | \$ 31,470.54 | \$ 4,499.46 | \$ 795.91 | \$ 340,952.71 | \$ 47,497.58 | \$ 293,455.13 | 32% |
| Totals for Remainder of Lease | \$ 682,208.06 | | | \$ 76,506.87 | \$ 96,300.00 | \$ 279,334.09 | \$ 120,488.46 | \$ 16,985.86 | \$ 3,091.21 | \$ 1,178,614.54 | \$ 184,475.39 | \$ 994,139.15 | |
| Richmond West Ste 206 | | | | | | | | | | | | | |
| Lease Terms Based on Annual Increases Per Lease Terms | | | | | | | | | | | | | |
| Term | Annual Base Rent | PSF Cost | ual % Incr | IT Cost | IT Cost Tech Refresh | Utilities/Maintenance | Navigator Cost | Supplies | Other Sevices | CRWP Board Office Annual Total | Revenue from Tenants | CRWP Annual Cost | % |

| | | | | | | | | | | | | | |
|--------------------------------------|--------------|----------|----|--------------------|--------------------|-------------|-------------|--------------------|-------------|---------------------|----------|---------------------|----|
| 12/1/26-11/30/27 | \$ 16,084.76 | \$ 17.39 | 2% | \$ 2,257.00 | | \$ - | \$ - | \$ 300.00 | \$ - | \$ 18,641.76 | 0 | \$ 18,641.76 | 2% |
| 12/1/27-11/30/28 | \$ 16,405.09 | \$ 17.74 | 2% | \$ 2,392.42 | | | | \$ 312.00 | | \$ 19,109.51 | 0 | \$ 19,109.51 | 2% |
| 12/1/28-11/30/29 | \$ 16,731.81 | \$ 18.09 | 2% | \$ 2,535.97 | \$ 3,967.00 | | | \$ 324.48 | | \$ 19,592.26 | 0 | \$ 19,592.26 | 2% |
| 12/1/29-2/28/30 | \$ 21,331.29 | \$ 18.45 | 2% | \$ 2,688.12 | | | | \$ 337.46 | | \$ 24,356.87 | 0 | \$ 24,356.87 | 3% |
| Totals for Remainder of Lease | | | | \$ 9,873.51 | \$ 3,967.00 | \$ - | \$ - | \$ 1,273.94 | \$ - | \$ 81,700.40 | 0 | \$ 81,700.40 | |

Chesterfield/Turner Rd

| Term | Annual Base Rent | PSF Cost | Annual % Incr | IT Cost | IT Cost Tech Refresh | Utilities/Maintenance | Navigator Cost | Supplies | Other Sevices | Chesterfield Annual Total | Revenue from Tenants | CRWP Annual Cost | % |
|--------------------------------|------------------|----------|---------------|---------------------|----------------------|-----------------------|----------------------|---------------------|---------------------|---------------------------|----------------------|------------------------|-----|
| 12/1/26-11/30/27 | \$ 176,544.03 | \$ 15.69 | 2% | \$ 17,349.27 | | \$ 90,128.09 | \$ 42,336.00 | \$ 4,000.00 | \$ 2,750.00 | \$ 333,107.39 | \$ 83,818.17 | \$ 249,289.22 | 33% |
| 12/1/27-11/30/28 | \$ 180,957.63 | \$ 16.08 | 2% | \$ 18,390.23 | | \$ 96,437.06 | \$ 43,606.08 | \$ 4,160.00 | \$ 2,805.00 | \$ 346,355.99 | \$ 85,913.62 | \$ 260,442.37 | 33% |
| 12/1/28-11/30/29 | \$ 185,481.57 | \$ 16.48 | 2% | \$ 19,493.64 | | \$ 103,187.65 | \$ 44,914.26 | \$ 4,326.40 | \$ 2,861.10 | \$ 360,264.62 | \$ 88,061.46 | \$ 272,203.16 | 29% |
| 12/1/29-11/30/30 | \$ 190,118.61 | \$ 16.89 | 3% | \$ 20,663.26 | \$ 79,400.00 | \$ 110,410.79 | \$ 46,261.69 | \$ 4,499.46 | \$ 2,918.32 | \$ 374,872.12 | \$ 90,263.00 | \$ 284,609.12 | 31% |
| 12/1/30-11/30/31 | \$ 194,871.58 | \$ 17.31 | 3% | \$ 21,903.05 | | \$ 118,139.54 | \$ 47,649.54 | \$ 4,679.43 | \$ 2,976.69 | \$ 390,219.84 | \$ 92,519.58 | \$ 297,700.26 | 48% |
| Totals for Remainder of | | | | \$ 97,799.45 | \$ 79,400.00 | \$ 518,303.12 | \$ 224,767.57 | \$ 21,665.29 | \$ 14,311.11 | \$ 1,804,819.97 | \$ 440,575.83 | \$ 1,364,244.14 | |

WORKFORCE CENTER Cost Analysis and Legend

Table Legend

Utilities- include costs required to maintain essential operational services that support daily facility and program operations. This category covers electricity, internet and data connectivity, phone and communication services, and facility-related security software subscriptions. Turner Road is the only Workforce Center location where electricity is paid separately outside of the lease agreement. Examples of utility costs include electric service through Dominion Energy, internet and cable services from Comcast, Verizon phone charges, and Henrico County's annual phone maintenance.

Maintenance includes costs associated with the routine upkeep, safety, cleanliness, and overall functionality of the facility and its systems. These services help ensure a safe, operational, and compliant environment for staff and customers. Examples include janitorial services provided by Maid Brigade, pest control services through Dodson, security system servicing and monitoring, security system enhancements or add-ons including labor and materials, and annual maintenance for the badge and access system through vendor such as Star Asset, EC& M, ACME and others.

IT (Information Technology) and IT Tech Refresh costs include expenses associated with maintaining, securing, and supporting the technology infrastructure required for daily operations across all Workforce Center locations. This category covers software, systems, and services that protect devices, manage access, and ensure continuity of operations, as well as IT support services provided to all centers, including troubleshooting, system administration, and ongoing technical assistance. IT Refresh costs also include technology refresh activities, defined as the planned replacement and upgrade of computers and equipment used by staff, resource centers, and training rooms, including desktops, laptops, peripheral equipment, and copiers. Examples include security and device-management software such as Deep Freeze and Insight, hardware replacement and upgrades, and centralized IT support necessary to maintain reliable, secure, and functional technology environments across all sites.

Career Navigators cost are the staff paid through the operator invoice reimbursement process to provide front desk coverage at the Workforce Centers. This cost reflects direct coverage of the front desk only and does not include broader staffing, supervision, or management expenses. While this cost is currently borne by WIOA Title I funds, efforts are actively underway to coordinate with the SPAN Center and Virginia Works to explore alternate coverage options. This cost category does not account for potential staffing reductions or adjustments at the provider level and is limited solely to the cost of direct front desk coverage.

Supplies include consumable materials necessary to support daily administrative and program operations at the Workforce Centers. These items are routinely replenished and directly support staff productivity and service delivery. Examples include printer toner, ink, paper, and other standard office supplies required for ongoing operations.

Other Services cost include non-routine, as-needed costs that support facility functionality, transitions, and upkeep but do not fall under standard utilities, maintenance, IT, personnel, or supplies. These services are typically infrequent and task-specific in nature. Examples include moving services, furniture repair, carpet and furniture cleaning, and services related to keys, locks, and doors.

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | PY 25 1st Quarter | | | | | | | | | Quarter Data | YTD | % |
|--|-------------------|------------|--------------|------------|------------|--------------|------------|-------------|--------------|--------------|-------------|-----|
| | JUL | | | AUG | | | SEP | | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | | |
| Employment & Training Services (WIOA) | 20 | 23 | 19 | 20 | 37 | 27 | 15 | 32 | 22 | 215 | 215 | 4% |
| Assessment or Testing | 10 | 11 | 11 | 3 | 12 | 11 | 16 | 4 | 8 | 86 | 86 | 2% |
| Career Advantage Program (Youth 18-24) | 12 | 25 | 14 | 10 | 22 | 12 | 11 | 24 | 9 | 139 | 139 | 3% |
| Community Corrections | - | 215 | - | - | 171 | - | - | 171 | - | 557 | 557 | 10% |
| Department of Veteran Services (DVS) | 4 | 94 | 4 | 3 | 62 | 5 | 1 | 75 | 6 | 254 | 254 | 5% |
| English Learning Class (ESL) | - | - | - | 1 | - | - | - | - | - | 1 | 1 | 0% |
| GED Class | 1 | 2 | - | - | - | - | 1 | 1 | - | 5 | 5 | 0% |
| Hiring Event/Job Fair | 88 | 163 | 9 | 5 | 255 | 10 | 8 | 415 | 12 | 965 | 965 | 18% |
| Job Search Assistance | 63 | 87 | 75 | 47 | 80 | 71 | 48 | 86 | 60 | 617 | 617 | 12% |
| Metro Community Ministries | 2 | - | - | 2 | - | - | 4 | 1 | - | 9 | 9 | 0% |
| Resource Room Usage (Computer, Phone, etc) | 44 | 139 | 18 | 16 | 149 | 21 | 15 | 121 | 14 | 537 | 537 | 10% |
| Unemployment Assistance | 368 | 195 | 151 | 341 | 186 | 119 | 301 | 156 | 120 | 1937 | 1937 | 36% |
| Job Club | 2 | 2 | 6 | 2 | 1 | - | 4 | 1 | 3 | 21 | 21 | 0% |
| Supportive Services | 38 | 11 | 19 | 41 | 10 | 33 | 27 | 28 | 25 | 232 | 232 | 4% |
| Total | 652 | 967 | 326 | 491 | 985 | 309 | 451 | 1115 | 279 | 5575 | 5322 | |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | 2nd Quarter | | | | | | | | | Quarter Data | YTD | % |
|--|-------------|-------------|--------------|------------|------------|--------------|------------|------------|--------------|--------------|-------------|-----|
| | OCT | | | NOV | | | DEC | | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | | |
| Employment & Training Services (WIOA) | 28 | 34 | 23 | 7 | 14 | 12 | 6 | 19 | 15 | 158 | 373 | 4% |
| Assessment or Testing | 7 | 9 | 6 | 6 | 7 | 3 | 5 | 6 | 3 | 52 | 138 | 1% |
| Career Advantage Program (Youth 18-24) | 17 | 21 | 14 | 10 | 11 | 4 | 5 | 19 | 4 | 105 | 244 | 3% |
| Community Corrections | - | 205 | - | - | 175 | - | - | 214 | - | 594 | 1151 | 12% |
| Department of Veteran Services (DVS) | 2 | 75 | 6 | 1 | 53 | 2 | 2 | 53 | - | 194 | 448 | 5% |
| English Learning Class (ESL) | 1 | 2 | - | 1 | - | - | 1 | 4 | - | 9 | 10 | 0% |
| GED Class | 2 | 1 | 1 | - | 1 | 1 | - | 1 | - | 7 | 12 | 0% |
| Hiring Event/Job Fair | 49 | 206 | 34 | 8 | 100 | 21 | 41 | 229 | 12 | 700 | 1665 | 17% |
| Job Search Assistance | 45 | 97 | 45 | 40 | 62 | 18 | 32 | 76 | 23 | 438 | 1055 | 11% |
| Metro Community Ministries | 2 | 1 | 1 | - | - | - | 2 | 1 | - | 7 | 16 | 0% |
| Resource Room Usage (Computer, Phone, etc) | 17 | 151 | 19 | 25 | 106 | 8 | 15 | 116 | 14 | 471 | 1008 | 10% |
| Unemployment Assistance | 277 | 191 | 164 | 221 | 155 | 93 | 212 | 196 | 123 | 1632 | 3569 | 37% |
| Job Club | 9 | 8 | 1 | 3 | 1 | 1 | 5 | 3 | 1 | 32 | 53 | 1% |
| Supportive Services | 39 | 20 | 33 | 31 | 19 | 5 | 38 | 14 | 14 | 213 | 445 | 5% |
| Total | 495 | 1021 | 347 | 353 | 704 | 168 | 364 | 951 | 209 | 4612 | 9689 | |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | PY24 1st Quarter | | | | | | | | | Quarter Data | YTD |
|--|------------------|-------------|--------------|------------|-------------|--------------|------------|------------|--------------|--------------|-------------|
| | JUL | | | AUG | | | SEP | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| Adult and Dislocated Worker Services (WIOA) | 20 | 100 | 40 | 12 | 53 | 20 | 12 | 57 | 26 | 340 | 340 |
| Assessment or Testing | 4 | 3 | 11 | 4 | - | 3 | 2 | 1 | 8 | 36 | 36 |
| Career Advantage Program (Youth 18-24) | 25 | 84 | 11 | 8 | 46 | 33 | 6 | 58 | 18 | 289 | 289 |
| Community Corrections | - | 207 | - | - | 229 | - | - | 138 | - | 574 | 574 |
| Department of Social Services (DSS) | - | 3 | 5 | - | 3 | 3 | - | 1 | 2 | 17 | 17 |
| Department of Aging & Rehabilitative Services (DARS) | - | 1 | 2 | - | 1 | - | - | 1 | 2 | 7 | 7 |
| Department of Veteran Services (DVS) | 1 | 136 | - | 1 | 130 | - | 1 | 133 | 9 | 411 | 411 |
| English Learning Class (ESL) | 15 | - | - | 6 | - | - | 4 | - | 3 | 28 | 28 |
| GED Class | - | 15 | - | 1 | 22 | - | - | 14 | 1 | 53 | 53 |
| Hiring Event/Job Fair | 3 | 70 | 72 | 3 | 62 | 17 | 2 | 67 | 14 | 310 | 310 |
| Job Search Assistance | 74 | 67 | 66 | 69 | 60 | 72 | 53 | 48 | 90 | 599 | 599 |
| Metro Community Ministries | 12 | - | - | 11 | - | - | 4 | - | - | 27 | 27 |
| Resource Room Usage (Computer, Phone, etc) | 41 | 147 | 15 | 33 | 143 | 19 | 38 | 107 | 8 | 551 | 551 |
| Senior Connections | 2 | - | 6 | - | - | - | - | 1 | - | 9 | 9 |
| Training Assistance | 6 | 12 | 52 | 27 | 9 | 41 | 13 | 4 | 26 | 190 | 190 |
| Tutoring | 1 | 1 | - | - | - | - | - | - | 1 | 3 | 3 |
| Unemployment Assistance | 504 | 292 | 280 | 390 | 260 | 192 | 296 | 247 | 202 | 2663 | 2663 |
| Workshop | 4 | 13 | 10 | - | 10 | 11 | - | 20 | 3 | 71 | 71 |
| Total | 712 | 1151 | 570 | 565 | 1028 | 411 | 431 | 897 | 413 | 6178 | 6178 |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | 2nd Quarter | | | | | | | | | Quarter Data | YTD |
|--|-------------|-------------|--------------|------------|------------|--------------|------------|------------|--------------|--------------|--------------|
| | OCT | | | NOV | | | DEC | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| Adult and Dislocated Worker Services (WIOA) | 11 | 49 | 22 | 8 | 27 | 17 | 12 | 21 | 12 | 179 | 519 |
| Assessment or Testing | 5 | 2 | 6 | 3 | 1 | 5 | 3 | 2 | 8 | 35 | 71 |
| Career Advantage Program (18-24) | 12 | 31 | 18 | 8 | 47 | 17 | 6 | 28 | 4 | 171 | 460 |
| Community Corrections | - | 233 | - | - | 200 | - | - | 224 | - | 657 | 1231 |
| Department of Social Services (DSS) | 1 | 2 | 2 | - | 1 | - | - | 1 | 1 | 8 | 25 |
| Department of Aging & Rehabilitative Services (DARS) | - | - | - | - | 1 | - | - | - | - | 1 | 8 |
| Department of Veteran Services (DVS) | 1 | 172 | 4 | - | 123 | 7 | 1 | 121 | 2 | 431 | 842 |
| English Learning Class (ESL) | - | - | 5 | - | - | - | - | 1 | - | 6 | 34 |
| GED Class | - | - | 1 | - | 1 | - | - | - | - | 2 | 55 |
| Hiring Event/Job Fair | 7 | 4 | 14 | 2 | 42 | 6 | 1 | 118 | 6 | 200 | 510 |
| Job Search Assistance | 69 | 98 | 89 | 38 | 65 | 70 | 34 | 56 | 60 | 579 | 1178 |
| Metro Community Ministries | 4 | - | - | 8 | - | - | 5 | - | - | 17 | 44 |
| Resource Room Usage (Computer, Phone, etc) | 50 | 159 | 22 | 40 | 112 | 19 | 44 | 119 | 11 | 576 | 1127 |
| Senior Connections | - | - | - | - | - | - | - | - | - | 0 | 9 |
| Training Assistance | 17 | 4 | 26 | 23 | 1 | 22 | 14 | 6 | 13 | 126 | 316 |
| Tutoring | - | - | - | - | - | - | - | - | - | 0 | 3 |
| Unemployment Assistance | 352 | 269 | 175 | 261 | 219 | 131 | 380 | 239 | 157 | 2183 | 4846 |
| Workshop | - | 7 | 6 | - | 6 | 17 | 1 | 2 | 10 | 49 | 120 |
| Total | 529 | 1030 | 390 | 391 | 846 | 311 | 501 | 936 | 284 | 5218 | 11398 |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | 3rd Quarter | | | | | | | | | Quarter Data | YTD |
|--|-------------|------------|--------------|------------|------------|--------------|------------|------------|--------------|--------------|--------------|
| | JAN | | | FEB | | | MAR | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| Employment & Training Services (WIOA) | 24 | 43 | 20 | 22 | 42 | 22 | 31 | 36 | 38 | 278 | 797 |
| Assessment or Testing | 4 | 6 | 8 | 3 | 9 | 10 | 8 | 5 | 12 | 65 | 136 |
| Career Advantage Program (18-24) | 19 | 16 | 16 | 4 | 20 | 5 | 16 | 21 | 13 | 130 | 590 |
| Community Corrections | - | 193 | - | - | 156 | - | - | 198 | - | 547 | 1778 |
| Department of Social Services (DSS) (Removed Feb 1st) | - | 1 | 1 | | | | | | | 2 | 27 |
| Department of Aging & Rehabilitative Services (DARS) (Removed Feb 1st) | - | 2 | - | | | | | | | 2 | 10 |
| Department of Veteran Services (DVS) | 1 | 71 | 3 | 1 | 63 | 2 | 3 | 90 | 1 | 235 | 1077 |
| English Learning Class (ESL) | 63 | 1 | - | 42 | - | 2 | 68 | - | - | 176 | 210 |
| GED Class | - | - | - | 1 | 1 | - | - | 1 | 1 | 4 | 59 |
| Hiring Event/Job Fair | 8 | 3 | 4 | 12 | 131 | 4 | 29 | 170 | 47 | 408 | 918 |
| Job Search Assistance | 50 | 74 | 61 | 36 | 57 | 34 | 33 | 49 | 67 | 461 | 1639 |
| Metro Community Ministries | 7 | - | - | 9 | - | - | 4 | - | - | 20 | 64 |
| Resource Room Usage (Computer, Phone, etc) | 27 | 116 | 18 | 42 | 82 | 14 | 49 | 168 | 16 | 532 | 1659 |
| Senior Connections (Removed Feb 1st) | - | - | 1 | | | | | | | 1 | 10 |
| Training Assistance (Removed Feb 1st) | 14 | 3 | 9 | | | | | | | 26 | 342 |
| Tutoring (Removed Feb 1st) | - | 1 | - | | | | | | | 1 | 4 |
| Unemployment Assistance | 412 | 286 | 209 | 303 | 294 | 133 | 322 | 221 | 158 | 2338 | 7184 |
| Workshop (Removed Feb 1st) | 1 | 3 | 11 | | | | | | | 15 | 135 |
| Job Club | | | | 1 | - | - | - | 1 | 3 | 5 | 5 |
| Supportive Services | | | | 31 | 6 | 10 | 1 | 12 | 34 | 94 | 94 |
| Total | 630 | 819 | 361 | 507 | 861 | 236 | 564 | 972 | 390 | 5340 | 16738 |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | PY 23 1st Quarter | | | | | | | | | Quarter Data | YTD |
|------------------------|-------------------|------------|--------------|------------|-------------|--------------|------------|-------------|--------------|--------------|-------------|
| | JUL | | | AUG | | | SEP | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| Assessment | 7 | 6 | 2 | 2 | 1 | 7 | 2 | - | 7 | 34 | 34 |
| Career Connect | - | - | - | - | - | - | - | - | - | 0 | 0 |
| Community Corr. | | 110 | | | 117 | | | 90 | | 317 | 317 |
| Employer Interview | - | - | 4 | - | 1 | - | - | - | - | 5 | 5 |
| Employer Other | 4 | 1 | - | - | - | 1 | 5 | - | - | 11 | 11 |
| General Workshop | 3 | - | 15 | 17 | 32 | 40 | 24 | 22 | 39 | 192 | 192 |
| Job fair | 6 | - | 55 | - | - | - | - | 36 | 18 | 115 | 115 |
| JS/ResumeWorkshop | 1 | 2 | - | - | - | 1 | - | 1 | 4 | 9 | 9 |
| Partner Visit | 59 | 51 | 13 | 59 | 46 | 1 | 54 | 55 | 1 | 339 | 339 |
| Phone | 91 | - | 3 | 111 | - | 7 | 201 | - | 16 | 429 | 429 |
| Resource Room | 94 | 215 | 40 | 96 | 220 | 49 | 74 | 200 | 64 | 1052 | 1052 |
| Tax Prep | - | - | - | - | - | - | - | - | - | 0 | 0 |
| UI Claims Question | 503 | 333 | 291 | 582 | 436 | 383 | 280 | 347 | 441 | 3596 | 3596 |
| VEC Office Visit | 89 | 53 | 42 | 15 | 98 | 12 | 238 | 64 | 23 | 634 | 634 |
| Veteran | - | 115 | 1 | - | 147 | - | - | 93 | 1 | 357 | 357 |
| VOSVAWC | - | - | 5 | - | - | 10 | - | - | 12 | 27 | 27 |
| WIOA Counselor Appt. | 21 | 28 | 17 | 22 | 18 | 35 | 24 | 30 | 13 | 208 | 208 |
| WIOA Prog Ques | - | 27 | 28 | - | 20 | 37 | - | 31 | 27 | 170 | 170 |
| Work Search Assistance | 3 | 43 | 23 | - | 38 | 18 | 1 | 38 | 17 | 181 | 181 |
| Total | 881 | 984 | 539 | 904 | 1174 | 601 | 903 | 1007 | 683 | 7676 | 7676 |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | 2nd Quarter | | | | | | | | | Quarter Data | YTD |
|-----------------------------|-------------|-------------|--------------|------------|------------|--------------|------------|------------|--------------|--------------|--------------|
| | OCT | | | NOV | | | DEC | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| I'm not sure | - | - | 33 | - | - | 10 | - | - | - | 43 | 77 |
| Adult Education | 5 | 26 | 31 | - | 10 | 2 | - | - | - | 74 | 74 |
| Assessment or Testing | 7 | 8 | 10 | 6 | 2 | 3 | 3 | 4 | 5 | 48 | 365 |
| Career Advantage Program | 3 | 18 | 8 | 15 | 18 | 15 | 13 | 17 | 14 | 121 | 126 |
| Community Correction | | 111 | | | 109 | | | 102 | | 322 | 333 |
| DSS | 3 | 2 | 1 | - | 3 | - | - | 2 | 5 | 16 | 208 |
| DARS | - | - | - | - | 1 | - | - | - | - | 1 | 116 |
| DVS | 3 | 109 | 1 | - | 119 | 2 | 2 | 96 | 3 | 335 | 344 |
| Hiring Event/Job Fair | 7 | 64 | 8 | 9 | 5 | 59 | 5 | 3 | 4 | 164 | 503 |
| Job Search Assistance | 37 | 84 | 66 | 45 | 64 | 40 | 38 | 42 | 49 | 465 | 894 |
| MCM | 19 | 4 | 1 | 14 | 5 | - | 23 | 3 | - | 69 | 1121 |
| Out of School Youth Program | 2 | 4 | - | 1 | - | - | - | - | - | 7 | 7 |
| Resource Room Usage | 16 | 106 | 15 | 10 | 98 | 17 | 23 | 96 | 13 | 394 | 3990 |
| Senior Connections | 30 | - | 7 | 17 | - | 11 | 22 | - | 12 | 99 | 733 |
| Training Assistance | 10 | 17 | 4 | 4 | 6 | 2 | 3 | 2 | 6 | 54 | 411 |
| Unemployment Assistance | 557 | 287 | 337 | 485 | 231 | 303 | 548 | 258 | 412 | 3418 | 3445 |
| VEC | 190 | 139 | 70 | 160 | 102 | 86 | 178 | 162 | 106 | 1193 | 1401 |
| WIOA Program | 21 | 72 | 38 | 20 | 39 | 30 | 21 | 24 | 15 | 280 | 450 |
| Workshop | 7 | 11 | 2 | 2 | - | 4 | - | 1 | 2 | 29 | 210 |
| Total | 917 | 1062 | 632 | 788 | 812 | 584 | 879 | 812 | 646 | 7132 | 14808 |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | 3rd Quarter | | | | | | | | | Quarter Data | YTD |
|-----------------------------|-------------|-------------|--------------|------------|------------|--------------|------------|------------|--------------|--------------|--------------|
| | JAN | | | FEB | | | MAR | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| I'm not sure | - | - | - | - | - | - | - | - | - | 0 | 77 |
| Adult Education | - | - | - | - | - | - | 20 | - | - | 20 | 94 |
| Assessment or Testing | 4 | 2 | 6 | 8 | 9 | 7 | 7 | 5 | 14 | 62 | 427 |
| Career Advantage Program | 9 | 24 | 26 | 5 | 23 | 14 | 6 | 33 | 26 | 166 | 292 |
| Community Correction | | 123 | | | 169 | | | 189 | | 481 | 814 |
| DSS | - | 5 | 6 | - | 1 | 2 | - | 8 | 2 | 24 | 232 |
| DARS | - | - | - | - | - | - | - | 1 | - | 1 | 117 |
| DVS | 4 | 102 | - | 6 | 120 | 1 | 4 | 119 | 2 | 358 | 702 |
| Hiring Event/Job Fair | 3 | 48 | 76 | 11 | 11 | 98 | 3 | 2 | 37 | 289 | 792 |
| Job Search Assistance | 57 | 75 | 68 | 79 | 66 | 59 | 47 | 43 | 45 | 539 | 1433 |
| MCM | 44 | 1 | - | 22 | 2 | 1 | 27 | 2 | - | 99 | 1220 |
| Out of School Youth Program | - | 3 | 2 | - | - | 1 | - | 1 | 1 | 8 | 15 |
| Resource Room Usage | 16 | 162 | 18 | 28 | 122 | 14 | 33 | 128 | 69 | 590 | 4580 |
| Senior Connections | 1 | 1 | - | 6 | - | - | - | - | - | 8 | 741 |
| Training Assistance | 1 | - | 9 | 6 | 3 | 11 | 5 | 2 | 9 | 46 | 457 |
| Unemployment Assistance | 601 | 260 | 424 | 397 | 163 | 230 | 333 | 113 | 209 | 2730 | 6175 |
| VEC | 199 | 263 | 110 | 142 | 169 | 112 | 102 | 162 | 95 | 1354 | 2755 |
| WIOA Program | 29 | 49 | 33 | 18 | 84 | 51 | 12 | 82 | 65 | 423 | 873 |
| Workshop | - | - | - | - | 3 | 3 | 2 | 2 | 20 | 30 | 240 |
| Total | 968 | 1118 | 778 | 728 | 945 | 604 | 601 | 892 | 594 | 7228 | 22036 |

Workforce Center Utilization Analysis
Using the Maintain / Pivot / Consolidate Framework
(July–December 2023 through July–December 202Year & July -December 2025)

| Reason for Visit | 4th Quarter | | | | | | | | | Quarter Data | YTD |
|-----------------------------|-------------|------------|--------------|------------|------------|--------------|------------|------------|--------------|--------------|--------------|
| | APR | | | MAY | | | JUN | | | | |
| | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | Richmond | Henrico | Chesterfield | | |
| I'm not sure | - | - | - | - | - | - | - | - | - | 0 | 77 |
| Adult Education | 17 | 3 | - | 13 | - | - | 30 | 4 | 10 | 77 | 171 |
| Assessment or Testing | 6 | 4 | 7 | 3 | 1 | 7 | 1 | 4 | 8 | 41 | 468 |
| Career Advantage Program | 4 | 34 | 12 | 13 | 58 | 9 | 12 | 44 | 11 | 197 | 489 |
| Community Correction | | 151 | | | 160 | | | 168 | | 479 | 1293 |
| DSS | 2 | 2 | 3 | - | 2 | 8 | 1 | - | 3 | 21 | 253 |
| DARS | 1 | - | - | - | 2 | 1 | - | - | - | 4 | 121 |
| DVS | 8 | 121 | 4 | 2 | 107 | 1 | 6 | 109 | - | 358 | 1060 |
| Hiring Event/Job Fair | 23 | 103 | 91 | 8 | 16 | 52 | 4 | 3 | 109 | 409 | 1201 |
| Job Search Assistance | 53 | 52 | 43 | 67 | 59 | 66 | 65 | 48 | 66 | 519 | 1952 |
| MCM | 18 | 1 | 1 | 12 | 3 | - | 9 | - | 1 | 45 | 1265 |
| Out of School Youth Program | - | - | 1 | - | 2 | 1 | 1 | - | - | 5 | 20 |
| Resource Room Usage | 24 | 120 | 26 | 34 | 131 | 13 | 28 | 147 | 23 | 546 | 5126 |
| Senior Connections | - | - | 10 | 6 | - | 30 | 5 | 1 | 17 | 69 | 810 |
| Training Assistance | 3 | 3 | 6 | 7 | 1 | 8 | 4 | 3 | 13 | 48 | 505 |
| Unemployment Assistance | 344 | 157 | 198 | 363 | 152 | 225 | 320 | 147 | 232 | 2138 | 8313 |
| VEC | 142 | 165 | 68 | 143 | 145 | 68 | 118 | 151 | 66 | 1066 | 3821 |
| WIOA Program | 36 | 66 | 93 | 17 | 78 | 63 | 24 | 43 | 48 | 468 | 1341 |
| Workshop | - | 3 | 29 | - | - | - | - | 13 | 1 | 46 | 286 |
| Total | 681 | 985 | 592 | 688 | 917 | 552 | 628 | 885 | 608 | 6536 | 28572 |