



Program and Operations Committee  
March 10, 2026  
12:00-1:30- Virtual Meeting

Chair: Kelly King Horne  
Staff: Krishawn Monroe

- I. Approval of Meeting Minutes
- II. Discussion Items
  - a. Review Hybrid Workforce Center Models
  - b. Review State Employment Service Staff at Virginia Career Works Centers
- III. 3.Action Item
  - a. Review and determine Workforce Center Strategy for Maintain- Pivot- Consolidate Recommendation Analysis
- IV. Other Items
  - a. Customer Service Standards
- V. Adjourn



## Program and Committee Meeting Notes—February 10, 2026

### Attendees

Kelly King Horne, Danielle Gilbert, Jeffrey Elmore, Honorable Jody Rogish, Honorable John Moyer, and Krishawn Monroe

### I. Welcome

Chair Kelly King Horne called the meeting to order and welcomed members.

Staff noted that the meeting packet, supporting materials, and background data had been provided to the committee in advance and uploaded to SharePoint to support discussion of the agenda items.

### II. Approval of December 2, 2026 Meeting Minutes

The committee reviewed the minutes from the December 2, 2026 Programs & Operations Committee meeting. A motion was made and seconded to approve the minutes as presented.

The motion **passed unanimously**.

### III. Discussion Items

#### A. Workforce Center Conversation

Staff facilitated a discussion regarding current workforce center operations and the broader Maintain, Pivot, or Consolidate analysis framework being used to evaluate future workforce center strategies. The discussion incorporated several data points and analyses provided in the meeting packet.

#### 1. Transportation Access to Workforce Centers

Staff presented information on how customers currently travel to each workforce center location. Key observations included:

- Driving is the primary mode of transportation, accounting for approximately 73% of all customer arrivals across the centers.
- Richmond West showed the highest use of public transportation, reflecting its proximity to transit options.
- Chesterfield demonstrated the highest reliance on personal vehicles, with minimal use of public transportation.
- Henrico/Cedar Fork showed a mix of vehicle use with some public transit and rideshare access.

The committee discussed how transportation patterns may influence customer accessibility and center utilization.

#### 2. Updated Foot Traffic and Utilization Data

Staff reviewed multi-year foot traffic trends across the workforce centers (2023–2025).

Key findings included:



- Total visits declined from 14,808 visits (2023) to 11,398 visits (2024) and 10,187 visits (2025).
- The largest decline occurred between 2023 and 2024, with a slower rate of decline between 2024 and 2025.
- Henrico/Cedar Fork consistently recorded the highest volume of visits and demonstrated the most stable utilization trends.
- Chesterfield showed a continued decline in in-person visits over the three-year period.
- Richmond West experienced a sharp decline between 2023 and 2024 followed by a smaller decline in 2025.

Program and Operating February ...

The committee discussed how changes in customer behavior and increasing use of virtual services may be influencing these trends.

### **3. Vulnerable Populations Served**

Staff reviewed utilization information related to Wagner-Peyser and WIOA services, including the types of services most frequently accessed by customers.

Key service areas included:

- Unemployment and public benefits assistance
- Job search and career navigation
- Resource room access
- Hiring events and job fairs

The data also showed that justice-impacted services and community corrections referrals occur primarily at the Henrico/Cedar Fork location, making it a specialized service hub within the regional system.

Program and Operating February ...

The committee discussed the importance of ensuring that workforce centers remain accessible to vulnerable populations and individuals needing direct assistance with employment services.

### **4. Timeline of Anticipated Funding Changes**

Staff provided a brief overview of anticipated future funding considerations that may affect workforce center operations, including potential federal and state funding adjustments that could impact operational sustainability.

The committee discussed the importance of monitoring funding trends as part of the broader strategic review.

### **5. Estimated Costs and Cost-Saving Opportunities**

Staff reviewed estimated operating costs associated with workforce center facilities, including lease costs, utilities, IT infrastructure, staffing, and operational expenses.

The analysis presented in the packet included:

- Long-term lease projections for workforce center facilities
- Estimated operational costs per center
- Opportunities for potential cost savings depending on future operational strategies

Committee members discussed how cost considerations should be evaluated alongside service accessibility, utilization trends, and community impact.



#### IV. Next Steps

The committee agreed that the information presented will help inform future discussion regarding the Maintain, Pivot, or Consolidate framework for workforce center operations.

Additional review and discussion will occur at future meetings before any formal recommendations are made.

#### V. Adjourn

There being no further business, the meeting was adjourned.

# Examples of Workforce Boards with Policies Supporting Hybrid Service Models

## **Michigan Works! (Statewide System)**

The Michigan Works! network operates under statewide workforce policies that allow American Job Centers to provide services through both physical locations and online platforms. Their system integrates digital workforce tools that support intake, job matching, and career navigation across multiple programs while maintaining in-person service centers. These policies are embedded in statewide workforce strategy documents and local workforce plans that guide how services are delivered across the system.

The model supports flexible access points so job seekers and employers can access services either online or at workforce centers, reflecting WIOA's requirement that the workforce system remain flexible and responsive to changing labor market conditions and service delivery methods.

## **Denver Workforce Development (Colorado)**

Denver Workforce Development implemented policies during and after the pandemic that expanded virtual service delivery and online programming while maintaining physical workforce centers. These policies allow career services, workshops, and employer engagement activities to be conducted virtually while still preserving in-person services for customers who require direct assistance.

The shift was supported through local workforce operational policies and program guidelines that allow staff to deliver services across multiple formats rather than relying solely on traditional walk-in centers.

## **Workforce Solutions Greater Dallas (Texas)**

Workforce Solutions Greater Dallas established a Virtual Workforce Center supported by local board operational policies that allow services such as job readiness workshops, orientations, and career guidance to be delivered online. These policies were implemented to expand access and reduce barriers for individuals who cannot easily travel to workforce centers while maintaining physical service locations for customers who prefer or require in-person assistance.

## **Hampton Roads Workforce Council (Virginia)**

Within Virginia, the Hampton Roads Workforce Council has experimented with hybrid training and workforce services that combine virtual learning with in-person engagement at American Job Centers. Their approach demonstrated that hybrid service models often produce better engagement and retention than fully virtual programs, which informed how services are structured across the region.



**Date:** March 5, 2026  
**To:** Programs and Operations Committee  
**From:** Brian Davis, Director

**Subject: State Employment Service Staff at Virginia Career Works Centers**

**Background:**

The state's Department of Workforce Development and Advancement (DWDA), which operates under the brand Virginia Works, has responsibility for providing federal Wagner-Peyser funded services in the Board's workforce centers. Wagner-Peyser is authorized under Title III of the Workforce Innovation and Opportunity Act (WIOA), while the Board's adult, dislocated worker and youth programs are authorized under Title I of the WIOA.

Under federal and state guidelines, **Title I and Title III are the only workforce partner programs required to have permanent full-time staff in the region's comprehensive center(s)**. At present the Henrico center is the only locally-designated comprehensive center, with Chesterfield and Richmond West as affiliates. **Wagner-Peyser does not have to have permanent staff in affiliate centers**, but has historically opted to have staff in all three centers. Wagner-Peyser funding is intended to support the basic career services in center resource rooms which are the "front door" general job search activities which Virginia Works employs Career Navigators to provide. Historically, the Capital Region has used a portion of Title I funds through the One Stop Operator contract to supplement basic career service/resource rooms operations as a way to assist Wagner-Peyser with their required service delivery responsibilities. It is one of the few areas in Virginia to do so.

**Issue with Potential Impact on Capital Region Centers:**

On February 20, 2026, the DWDA issued a statewide communication to all 14 local areas titled Virginia Works Service Delivery Staffing Structure.

It highlights the following:

- Virginia Works commits to fully manning 1 comprehensive center per LWDA
- The goal for each comprehensive center is an Area Manager or Deputy Area Manager plus 4 Career Navigators



- In addition, per comprehensive center, our goal is to staff 1 Veteran representative and 1 RESEA specialist at a minimum

In addition, Virginia Works is proposing general changes to staff service hours:

- 8:30am – 4:00pm on Monday, Tuesday, and Thursday
- 9:30am – 4:00pm on Wednesdays
- Fridays are Area/Center dependent

Virginia Works is planning to discuss specific approaches for staffing affiliate sites, strategies to strengthen mobile and virtual service delivery to meet local needs effectively, and recommended practices for preparing for and responding to major layoff events with each area.

**The discussion with Capital Region staff is scheduled for Friday, March 13, 2026. Because the ultimate staffing decisions will have significant impact on how centers operate in the future, the determinations should be factored into the committee’s decisions around “Maintain, Pivot or Consolidate”.** Specifically, if Virginia Works pulls staff from the Chesterfield and/or Richmond West centers, or even maintains but reduces staff numbers or hours, the Board’s Title I funds will not be able to absorb the service level Virginia Works is currently providing. (It may not even be possible to sustain the current assistance being provided as discussed in other committee briefing materials). In addition, the affiliate centers may not even meet the requirements to be classified as affiliate centers which would further raise the question of maintaining the facilities.

# Workforce Center Strategy

## Maintain – Pivot – Consolidate

### Recommendation Analysis

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#### Executive Summary

The Capital Region Workforce Partnership conducted a strategic analysis of the region’s workforce center infrastructure to evaluate the long-term sustainability, accessibility, and effectiveness of the current service delivery model. The analysis reviewed operational data, facility utilization trends, funding considerations, transportation patterns, and lease obligations associated with the region’s three workforce centers located in Henrico (Cedar Fork Road), Chesterfield (Turner Road), and Richmond West (Radford Avenue).

The review was prompted by several factors influencing workforce service delivery nationally and regionally, including declining in-person traffic, increased reliance on virtual services, evolving customer engagement patterns, and the need to ensure responsible stewardship of federal workforce funds. Data reviewed during the analysis indicates that overall workforce center visits declined between July–December 2023 and July–December 2025, reflecting broader trends toward hybrid and digital service delivery. Transportation data also indicates that most customers access workforce services by personal vehicle, which has implications for regional accessibility and location planning.

The analysis evaluated three strategic pathways: Maintain, Pivot, and Consolidate.

The Maintain strategy focuses on stabilizing current operations while maximizing the value of existing facilities. Under this approach, the workforce system would actively pursue strategic partnerships, shared-use agreements, and co-location opportunities to increase utilization of available space and offset operational costs. Maintain also includes operational adjustments such as right-sizing staffing patterns and reducing discretionary expenses. This strategy is viewed primarily as a transition approach, allowing the region to collect additional utilization data and pilot new service models while honoring existing lease commitments.

The Pivot strategy focuses on redesigning service delivery rather than reducing services. This approach recognizes the growing role of virtual platforms and appointment-based service models in the workforce system. Under a Pivot model, workforce centers would transition toward hybrid service hubs that support a mix of in-person, virtual, and mobile workforce services. This strategy would include evaluating the effectiveness of existing technology platforms, aligning the role of the One-Stop Operator with core statutory functions, and expanding partnerships with community locations such as libraries and other organizations capable of hosting workforce services.

The Consolidate strategy considers the long-term possibility of reducing the workforce center footprint if utilization patterns, fiscal conditions, or service delivery models warrant such action. The analysis identified that current lease agreements provide a natural planning horizon for evaluating consolidation opportunities. Lease expirations occur in 2031 for the Richmond West and Chesterfield centers and 2033 for the Henrico center, allowing time for data-driven decision-making rather than immediate facility reductions. Consolidation decisions would likely be triggered by significant changes in federal workforce funding, sustained reductions in in-person service demand, or opportunities to reassign or reduce leased space without financial or reputational harm.

Importantly, the analysis indicates that these strategies are not mutually exclusive and may represent a phased approach to workforce system modernization. The Maintain strategy provides short-term stabilization, the Pivot strategy supports modernization of service delivery, and Consolidate represents a potential long-term infrastructure adjustment if future conditions justify it.

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The Program and Operations Committee is asked to review the analysis, consider the implications of each strategic pathway, and provide feedback on the direction that should guide future workforce center planning. Additional data and discussion may be used to refine the strategy and inform future recommendations to the Workforce Development Board.

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I. MAINTAIN STRATEGY (Short-Term Stabilization and Transition Period)

**Recommendation 1: Activate Strategic Partnerships to Support Lease Obligations**

Action: Proactively pursue partnerships to increase utilization of existing leased workforce center space during the remaining lease term through:

- Co-location agreements
- Sub-tenant arrangements
- Shared-use or program-based occupancy models

Impact

- Offsets lease and operating costs.
- Maximizes value of existing leased space.
- Expands service access for shared populations.
- Strengthens cross-system workforce partnerships.
- Allows centers to remain functional while longer-term strategy is evaluated.

Considerations

- Partner organizations must align with workforce development or supportive service missions.
- Legal and lease compliance considerations must be reviewed for sub-tenant or shared-use arrangements.
- Coordination with One-Stop Operator (OSO) responsibilities must remain compliant with WIOA regulations.
- Space utilization agreements must protect CRWP operational integrity.

Information Reviewed / Discussed

- Current workforce center utilization patterns.
- Lease obligations and fixed facility costs.
- Potential partner organizations that could utilize space.
- Workforce system partners with overlapping customer populations.

Potential Timeline

Short Term (0–12 months)

- Develop an ad-hoc group to identify potential partners
- Assess space availability
- Develop partnership agreements
- Pilot co-location models

Gaps / Needs Being Addressed

- Underutilized workforce center space.
- Fixed lease obligations regardless of usage.
- Opportunity to expand service integration without increasing program cost.

### Recommendation 2: Right-Size Operations to Actual Use

Action: Adjust staffing patterns, hours of operation, and service delivery models to reflect current customer traffic and utilization levels.

#### Impact

- Aligns operational costs with actual customer demand.
- Improves efficiency of staff deployment.
- Supports gradual transition toward hybrid service delivery.

#### Considerations

- Changes must not reduce required WIOA service accessibility.
- Customers requiring in-person assistance must continue to have access.
- Communication with partners and customers is critical to prevent service disruption.

#### Information Reviewed / Discussed

- Customer traffic data across workforce centers.
- Staffing levels and service delivery capacity.
- Program requirements for in-person access.

#### Potential Timeline

##### Short to Medium Term (6–18 months)

- Analyze usage trends
- Adjust staffing schedules
- Implement appointment-based or scheduled services where appropriate

#### Gaps / Needs Being Addressed

- Operational models built around higher historic foot traffic.
- Misalignment between staffing levels and customer demand.
- Cost pressures related to underutilized service capacity.

### Recommendation 3: Reduce Controllable Costs

#### Action

Limit discretionary operational spending and delay non-essential expenses where possible.

#### Examples include:

- Supplies
- Equipment refresh cycles
- Non-essential operational upgrades

Avoid use of Title I funds to backfill operational gaps, including OSO responsibilities such as Navigator services.

#### Impact

- Protects program funds for participant services.
- Improves fiscal sustainability.
- Ensures compliance with federal cost principles.

#### Considerations

- Cost reductions must not compromise required WIOA services.
- Some operational costs are fixed and cannot be reduced.

#### Information Reviewed / Discussed

<ul style="list-style-type: none"> <li>• Current operational expenses.</li> <li>• Title I funding restrictions.</li> <li>• WIOA cost allowability principles.</li> </ul>
Potential Timeline
Immediate and Ongoing
Gaps / Needs Being Addressed
<b>Recommendation 4: Use the Maintain Strategy as a Transition Period</b>
<p>Action: Frame the Maintain approach as a temporary stabilization strategy, not a permanent operational model.</p> <p>This period should be used to:</p> <ul style="list-style-type: none"> <li>• Pilot partnership and shared-space models.</li> <li>• Collect service utilization data.</li> <li>• Assess cost offsets from collaborative space usage.</li> </ul>
Impact
<ul style="list-style-type: none"> <li>• Creates data to inform future decisions.</li> <li>• Allows strategic planning rather than reactive closure decisions.</li> </ul>
Considerations
<ul style="list-style-type: none"> <li>• Stakeholders must understand Maintain is transitional.</li> <li>• Metrics must be tracked to inform future consolidation decisions.(See Note 10</li> </ul>
Information Reviewed / Discussed
<ul style="list-style-type: none"> <li>• Workforce center utilization trends as noted above.</li> <li>• Regional workforce service access needs.</li> <li>• Fiscal outlook for federal workforce funding.</li> </ul>
Potential Timeline
2026–2027 evaluation period.
Gaps / Needs Being Addressed
<ul style="list-style-type: none"> <li>• Need for better utilization data.</li> <li>• Need for tested service redesign models.</li> </ul>

**Note 1:** A set of performance metrics should be tracked to ensure that future decisions regarding the workforce center footprint are informed by objective data rather than assumptions. The purpose of tracking these metrics is to understand how each center is being utilized, the types of services being delivered, the populations being served, and the cost effectiveness of maintaining multiple locations. Key metrics should include overall center utilization such as foot traffic, unique customers served, repeat visits, and daily customer volume by location. Service utilization should also be tracked to determine the distribution of services across centers, including unemployment and public benefits assistance, job search and career navigation, resource and access services, core program and case management, education and skills support, and justice-impacted or community referrals. Financial efficiency measures, such as facility cost per customer served and cost per participant enrolled in workforce programs, should be monitored to assess whether operational costs align with service outcomes. In addition, data comparing virtual and in-person service delivery should be reviewed to understand how customers are accessing workforce services and whether hybrid service models are meeting demand. The use of shared space and partnerships should also be evaluated, including the number of partners utilizing space, the hours of shared use, and any cost offsets generated through co-location arrangements. Geographic access indicators, including customer travel patterns and transportation methods, should be examined to ensure that any future changes to the center footprint do not

create barriers for job seekers, particularly those from vulnerable populations. Finally, workforce outcomes such as job placements, training enrollments, credential attainment, and wage gains should be reviewed to understand the impact of services delivered at each location. To ensure meaningful trend analysis, it is recommended that these metrics be tracked and reviewed quarterly with a formal evaluation period of 18 to 24 months. This timeframe allows sufficient data to capture seasonal workforce trends, assess the effectiveness of partnership and hybrid service models, and evaluate whether utilization patterns remain stable or continue to shift toward virtual service delivery. At the conclusion of the review period, the Program and Operations Committee and Workforce Development Board would be positioned to make a more informed determination regarding whether to continue maintaining the current footprint, further pivot service delivery models, or consider consolidation aligned with fiscal conditions, service demand, and regional accessibility

# Workforce Center Strategy

## Maintain – Pivot – Consolidate

### Recommendation Analysis

#### II. PIVOT STRATEGY (*Service Delivery Redesign*)

<b>Recommendation 1: Establish an Ad Hoc Committee on Virtual Service Delivery</b>
Action : Create a committee to evaluate virtual workforce service delivery capacity and technology platforms. The committee will assess:
<ul style="list-style-type: none"> <li>• Services provided through Empyra will terminate June 2027</li> <li>• Work with the VA Works to find out about planned enhancements to the VAWC system</li> <li>• Integration opportunities between systems at the local level</li> </ul>
<b>Impact</b>
<ul style="list-style-type: none"> <li>• Improves digital access to workforce services.</li> <li>• Reduces reliance on physical center access.</li> <li>• Positions CRWP for modern workforce delivery models.</li> </ul>
<b>Considerations</b>
<ul style="list-style-type: none"> <li>• Technology platforms must align with state workforce systems.</li> <li>• Customer digital access and literacy must be considered.</li> </ul>
<b>Information Reviewed / Discussed</b>
<ul style="list-style-type: none"> <li>• Existing virtual service tools.</li> <li>• State plans for VOS upgrades.</li> <li>• Customer engagement patterns with the current digital services.</li> </ul>
<b>Potential Timeline</b>
6–12 months for evaluation and recommendations.
<b>Gaps / Needs Being Addressed</b>
<ul style="list-style-type: none"> <li>• Fragmented virtual service platforms.</li> <li>• Lack of clear strategy for digital workforce services.</li> </ul>
<b>Recommendation 2: Transition Centers Toward Hybrid Service Hubs</b>
Action: Redesign workforce centers to support hybrid service delivery including:
<ul style="list-style-type: none"> <li>• Explore and Develop policies that support a Hybrid System</li> <li>• Increase Appointment-based services and group activities</li> <li>• Workforce events and community programming with partners</li> <li>• Work with service provider to determine their ability to use encrypted system to Increase virtual service delivery and case management services</li> </ul>
<b>Impact</b>
<ul style="list-style-type: none"> <li>• Maintains physical presence while reducing dependence on daily walk-in traffic.</li> <li>• Supports more targeted service delivery.</li> <li>• Expands workforce center role as a regional workforce hub.</li> </ul>
<b>Considerations</b>
<ul style="list-style-type: none"> <li>• Community partners may rely on physical space for programming.</li> <li>• Appointment models must remain accessible to vulnerable populations.</li> </ul>
<b>Information Reviewed / Discussed</b>

# Workforce Center Strategy

## Maintain – Pivot – Consolidate

### Recommendation Analysis

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<ul style="list-style-type: none"><li>• Customer service patterns.</li><li>• Regional workforce service demand.</li><li>• Hybrid models used in other workforce regions.</li></ul>
Potential Timeline
Implementation between 2026–2028.
Gaps / Needs Being Addressed
<ul style="list-style-type: none"><li>• Traditional workforce center models designed for higher in-person traffic.</li><li>• Need for flexible service delivery models.</li></ul>

#### Recommendation 3: Realign OSO Scope and Responsibilities- (Brian)

Action: Align the One-Stop Operator’s scope strictly with core WIOA statutory requirements.

#### Impact

- Ensures compliance with federal program rules.
- Clarifies operational roles between CRWP staff and the OSO.

#### Considerations

- Scope adjustments may affect procurement requirements.
- Future RFPs must reflect updated expectations.

#### Information Reviewed / Discussed

- Current OSO responsibilities.
- Federal WIOA operational requirements.

#### Potential Timeline

Next OSO procurement cycle.

#### Gaps / Needs Being Addressed

- Role ambiguity between operational and program functions.

**“The committee’s review is consistent with the region’s broader commitment to fiscal stewardship and ensuring public resources are aligned with service delivery priorities.”**

# Workforce Center Strategy

## Maintain – Pivot – Consolidate

### Recommendation Analysis

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#### III. CONSOLIDATE STRATEGY

*(Long-Term Footprint Adjustment)*

**Recommendation: Reduce Physical Footprint Based on Data and Lease Timing**

**Action: Evaluate consolidation opportunities based on:**

- Funding stability
- Facility utilization
- Lease timing

#### Impact

- Reduces long-term facility costs.
- Aligns workforce infrastructure with demand.

#### Considerations

**Key lease provisions include:**

- Dissolution/Restructuring Clause allowing space reassignment.
- Non-Appropriation Clause allowing lease termination if funding is not appropriated.

These provisions provide flexibility if workforce funding conditions change.

- CRWP does not control when a partner decide to termination and/or not renew their lease (Note 2).

#### Information Reviewed / Discussed

- Federal workforce funding outlook.
- Lease agreements and termination provisions.
- Workforce center geographic coverage.

#### Potential Timeline

**Lease expiration timeline:**

Center	Lease Expiration
Richmond West	February 28, 2031
Chesterfield	November 30, 2031
Henrico	October 31, 2033

This staggered timeline allows gradual consolidation evaluation.

#### Gaps / Needs Being Addressed

- Long-term sustainability of three workforce centers.
- Need to align infrastructure with funding realities.

#### Consolidation Triggers

**Consolidation may occur if:**

- Federal funding decreases beyond June 30, 2027
- Lease mechanisms allow space reduction without reputational or financial harm
- Fiscal and workforce compensation consideration (See note 3)

**If consolidation occurs, closure order would follow lease timing:**

1. Richmond West – 2031
2. Chesterfield – 2031
3. Henrico – 2033

# Workforce Center Strategy

## Maintain – Pivot – Consolidate

### Recommendation Analysis

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#### **Note 2: Leaseholder Structure and Occupant Flexibility**

Additional consideration was discussed regarding the flexibility within the lease structure related to designated occupants. Under the current lease arrangement, Henrico County serves as the leaseholder on behalf of the Capital Region Workforce Partnership (CRWP). While CRWP designates space to workforce system partners who carry out WIOA activities, the partnership does not control when a partner may choose to terminate their occupancy or elect not to renew their agreement. While vacant space does not automatically become a long-term financial obligation for CRWP, the lease structure does provide a level of flexibility that allows for adjustments to the leased space when an occupant no longer utilizes their designated area. This flexibility may allow CRWP to reduce the rentable footprint or designate new occupants over time, helping to mitigate long-term financial impacts associated with vacant space.

#### **Note 3: Fiscal and Workforce Compensation Consideration**

During the committee's review of the workforce center structure, members discussed the overall cost of operating three physical workforce centers and how those expenditures relate to the long-term sustainability of the workforce system. Operating multiple facilities requires ongoing investments in lease obligations, utilities, maintenance, and other operational expenses. The committee noted that these costs represent a significant portion of operational resources that might otherwise be available to support program delivery and workforce system capacity.

As part of this discussion, members also raised the importance of reviewing current staffing structures and compensation levels within the workforce system. Workforce development professionals are responsible for complex responsibilities including federal program compliance, case management, employer engagement, and coordination across multiple workforce programs. Committee members acknowledged that maintaining competitive compensation is an important factor in staff retention, recruitment, and ensuring the continued delivery of high-quality services to job seekers and employers.

The committee discussed the potential relationship between facility operating costs and the ability to invest in workforce system staffing and capacity. In particular, members noted that if the workforce center footprint were reduced in the future, some operational savings could potentially be realigned to support workforce system sustainability, including staff compensation and program capacity.

The committee agreed that this topic warrants additional discussion and analysis, particularly in relation to the timing of current lease agreements, the potential fiscal implications of maintaining multiple facilities, and the impact that any future consolidation decisions could have on service delivery and workforce system operations. Further conversation will help

# **Workforce Center Strategy**

## **Maintain – Pivot – Consolidate**

### **Recommendation Analysis**

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determine how best to balance facility costs with investments that support the long-term effectiveness and stability of the regional workforce system.

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