



**Joint Working Committee Meeting  
Continuous Improvement & Programs and Operations**

**April 29, 2026 – 12:30 p.m. – 2:00 pm**

**Virginia Career Works – Chesterfield Center  
304 Turner Rd, Suite N  
North Chesterfield, VA 23236**

**Joint Working Committee Agenda**

- I. Welcome Call to Order- Kelly King Horne & Tina Shreve  
  
CRWDB Mission Statement:  
To deliver comprehensive solutions that meet the needs of businesses and job seekers by leveraging the expertise of our workforce professionals and partners.
- II. Acknowledgment of Joint Purpose:  
  
Aligning service delivery, system performance, and customer experience across the capital region workforce system.
- III. Reminder of Committee Roles & Alignment
- IV. Current State of the System Purpose
  - a. Foot Traffic
  - b. Utilization Trends
- V. Service Delivery Framework Discussion Topic- What's our mission statement
  - a. Define a Clear Service Philosophy
  - b. Build Key Standards and Policies that Supports Standards
  - c. Training
  - d. Service Recovery (frustrated customer plan)
  - e. Performance & Feedback – Data Collection
  - f. Policy & System Needs
- VI. Key Decisions & Next Steps
  - a. Outreach and Communication Plan Pilot
- VII. 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
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%
<b>Total</b>	<b>613</b>		<b>1053</b>		<b>2124</b>		<b>3790</b>	

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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.

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

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

<b>Average Unemployment Rate</b>	<b>July–Dec 2025:</b> Monthly data for July through later 2025 indicate rates around <b>3.5–3.7%</b> , higher than 2024’s levels. Early data suggests an approximate <b>~3.6% average</b> for that period.	Metro Richmond’s unemployment rate hovered around the <b>low 3% range</b> (around ~3.0–3.4% throughout late 2024) — roughly averaging <b>~3.2%</b> .	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)

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**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
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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)**

<b>Utilization Categories</b>	<b>PY23</b>	<b>PY24</b>	<b>PY25</b>
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

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%
<b>Total</b>	<b>652</b>	<b>967</b>	<b>326</b>	<b>491</b>	<b>985</b>	<b>309</b>	<b>451</b>	<b>1115</b>	<b>279</b>	<b>5575</b>	<b>5322</b>	

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%
<b>Total</b>	<b>495</b>	<b>1021</b>	<b>347</b>	<b>353</b>	<b>704</b>	<b>168</b>	<b>364</b>	<b>951</b>	<b>209</b>	<b>4612</b>	<b>9689</b>	

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
<b>Total</b>	<b>712</b>	<b>1151</b>	<b>570</b>	<b>565</b>	<b>1028</b>	<b>411</b>	<b>431</b>	<b>897</b>	<b>413</b>	<b>6178</b>	<b>6178</b>

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
<b>Total</b>	<b>529</b>	<b>1030</b>	<b>390</b>	<b>391</b>	<b>846</b>	<b>311</b>	<b>501</b>	<b>936</b>	<b>284</b>	<b>5218</b>	<b>11398</b>

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
<b>Total</b>	<b>630</b>	<b>819</b>	<b>361</b>	<b>507</b>	<b>861</b>	<b>236</b>	<b>564</b>	<b>972</b>	<b>390</b>	<b>5340</b>	<b>16738</b>

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
<b>Total</b>	<b>881</b>	<b>984</b>	<b>539</b>	<b>904</b>	<b>1174</b>	<b>601</b>	<b>903</b>	<b>1007</b>	<b>683</b>	<b>7676</b>	<b>7676</b>

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
<b>Total</b>	<b>917</b>	<b>1062</b>	<b>632</b>	<b>788</b>	<b>812</b>	<b>584</b>	<b>879</b>	<b>812</b>	<b>646</b>	<b>7132</b>	<b>14808</b>

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
<b>Total</b>	<b>968</b>	<b>1118</b>	<b>778</b>	<b>728</b>	<b>945</b>	<b>604</b>	<b>601</b>	<b>892</b>	<b>594</b>	<b>7228</b>	<b>22036</b>

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
<b>Total</b>	<b>681</b>	<b>985</b>	<b>592</b>	<b>688</b>	<b>917</b>	<b>552</b>	<b>628</b>	<b>885</b>	<b>608</b>	<b>6536</b>	<b>28572</b>

## Service Delivery Framework Discussion Topic

### I. Service Delivery Framework Discussion Topic

#### a. Define a Clear Service Philosophy

- At Virginia Career Works Capital Region, we are building a workforce system where every customer job seeker, business, or partner can easily access services, feels valued and supported, experiences consistent and high-quality service, and makes meaningful progress toward opportunity, stability, and growth.
- Easy access. Respectful experience. Consistent service. Meaningful outcomes.

#### b. Build Key Standards & Policies

##### i. Key Standards: How Services Are Delivered & Experienced

1. Access Standards: ensure that customers can easily enter and navigate the workforce system. Customers are greeted within a defined timeframe upon arrival, and all inquiries receive a response within 48 hours. Services are made available through both in-person and virtual options to meet the varying needs of job seekers, businesses, and partners and to reduce barriers to entry.
2. Experience Standards: establish expectations for how customers are treated throughout their engagement. Staff introduce themselves and clearly explain available services to ensure customers understand their options. All customers are treated with dignity and respect at all times, and no individual is turned away without receiving guidance, direction, or next steps to support their needs.
3. Delivery and space utilization standards ensure that services are provided consistently, effectively, and in a manner that maximizes the use of workforce system resources. Core services are offered on a regular, weekly basis across all locations and service delivery platforms, including in-person and virtual environments. Customers receive at least one service within a defined number of days following intake, and follow-up occurs within established timeframes to maintain engagement and support continued progress. Workforce center space is utilized in a way that aligns with customer demand, service priorities, and partner engagement. Space should actively support service delivery through scheduled workshops, partner presence, appointments, and community access, rather than remaining underutilized. Centers are expected to maintain a balance of walk-in accessibility and structured service offerings, ensuring that available space is consistently used to deliver value to job seekers, businesses, and partners.

4. **Outcomes Standards:** focus on ensuring that customer interactions lead to meaningful progress. Every customer leaves with a documented next step that aligns with their goals. Progress is tracked at regular intervals, including 30-, 60-, and 90-day milestones, and case notes accurately reflect customer engagement, services provided, and movement toward outcomes.
5. **Partner Standards:** define expectations for collaboration and communication across the workforce system. Warm handoffs are completed to ensure customers are successfully connected to partners, rather than relying on passive referrals. Partners receive timely and clear communication, and employer needs are responded to within established timelines to support effective business engagement and service delivery.

c. Training

d. Service Recovery (frustrated customer plan)

- i. We are not just defining what services we offer....we are defining how those services are experienced, how they are delivered consistently, and how we respond when they fall short. This ensures our system is accountable not only for outcomes, but for the full customer experience.

a. Performance & Feedback –Data Collection- Continuous Improvement Integration

b. Policy & System Needs

- i. Customer Service Policy
- ii. Service Delivery Policy
- iii. Continuous Improvement Policy

## **Short-Term Outreach & Awareness Plan**

**Purpose:** The goal is to improve clarity, engagement, and conversion over the next six months while informing a longer-term strategy.

**Timeframe:** 6 months

**Projected Launch Date:** (Postponed to July 1, 2026)

**Audience:** Job Seekers (Adults, Young Adults (18-24), Dislocated Workers), Employers, Community Partners

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### **Key Challenges:**

- Confusion caused by multiple organizational names and brands
  - Employers unclear on available services and points of contact
  - Job seekers perceive services as limited to scholarships or training only
  - Insufficient targeting by geography, age, and vulnerability
  - Underutilized partner and peer-to-peer outreach channels
  - The State Board of Workforce Development has recently adopted a policy to change the workforce system brand from Virginia Career Works to Virginia Works. (A brand used by one state agency within the larger system). There is uncertainty at this point what the incoming Administration may change.
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### **Messaging Approach:**

#### **Virginia Career Works**

Guiding Principles:

- Lead with the current and recognizable system name
- Avoid operator names in external outreach (Ross, Equus, Career Advantage, etc.)
- Use plain language to explain roles:
  - Job seekers: Career, training, and support services
  - Employers: Recruitment and workforce solutions through one point of contact

This approach allows messaging to be advanced using current collateral while the state-level brand plan evolves.

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## **Priority Target Audiences**

### **Job Seekers**

- Young adults ages 18–26
- Residents in high-unemployment ZIP codes
- Public housing residents
- Individuals connected to social services, adult education, and reentry programs
- Individuals receiving unemployment
- People who have been impacted by mass layoffs (Rapid Response)
- Targeted outreach to graduating seniors not entering college or military

### **Employers**

- Small and mid-sized businesses
- Employers unfamiliar with workforce programs
- Employers attending job fairs but unclear on system offerings

### **Messaging Focus:**

“One partner. One conversation. We help you navigate the system so you don’t have to.”

### **Partners & Influencers**

- Social services agencies and community-based organization serving various opportunity populations.
  - Housing authorities
  - Professional organizations (e.g., SHRM)
  - Economic development and business/industry associations
  - Training Providers (e.g. Community Colleges, JATC)
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## **Outreach Strategy Overview**

## **Channels:**

- Social media (Facebook, Instagram, LinkedIn)
- Targeted digital advertising
- Partner amplification
- Community-based outreach (housing sites, DSS offices, adult education)
- Employer peer sharing (testimonials, webinars)
- TV promotion
- Radio

## **Posting Frequency:**

- Social media: ~3 posts per week
  - Paid boosts: 2 targeted posts per month
- 

## **Targeted Advertising Approach**

- Highly targeted by ZIP code, unemployment rates, age (18–26), and employer profiles
  - Budget-conscious boosts (\$50–\$75 per post)
  - Concentrated in Months 1, 3, and 6 for maximum impact
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## **Partner & Peer Amplification**

- Employer testimonial video and quote graphics
  - Peer-to-peer sharing through professional organizations
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## **New Ideas/Methods**

### **Digital Strategies**

- Job board on website
- AI-based career coaching/chatbots for instant engagement
- Online appointment scheduling for easy access

- Embed career assessment tools (CareersGo, MyNextMove.org, ONetOnline.org) into website
- Gamification of career exploration (quizzes, interactive tools)
- Live chat feature for real-time support
- Survey incentives to boost participation

### **Partner Toolkit**

- Shareable flyers fit for social media and website postings
- Links to orientation video

### **Events and Community Presence**

- Career fairs in partnership with schools
- Lunch-and-Learn sessions in community spaces (libraries, schools, community centers, etc.)

### **Metrics & Evaluation**

#### **Quantitative**

- Reach and engagement
- Website clicks and referrals
- Job seeker enrollments
- Employer inquiries

#### **Qualitative**

- Reduced confusion reported by employers and job seekers
- Improved quality of employer and partner inquiries
- Frontline staff feedback

Findings will inform future outreach investments and long-term branding decisions.

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