

CORRECTED

**Capital Region Workforce Partnership
OCTOBER 13, 2026 MEETING AGENDA
9:30 a.m. – 11:00 a.m.**

Virginia Career Works Richmond West Center
4914 Radford Avenue, Room 100
Richmond, VA 23230

Consortium Members		Alternates	
Chairman - Hon. John Moyer, New Kent		Rodney Hathaway	
Vice Chairman - Hon. Jody Rogish, Henrico		Monica Smith-Callahan	
Hon. Ryan Patterson, Charles City		Keith Rogers	
Hon. Jim Ingle, Chesterfield		Dr. James Worsley	
Hon. Jonathan Christy, Goochland		Nora Amos	
Hon. Sean Davis, Hanover		Ann Glave	
Hon. Steve McClung, Powhatan		Will Hagy	
Hon. Kenya Gibson, Richmond		Amy Popovich	

- I. **Welcome and Introductions** *(The Honorable Jody Rogish, Vice-Chairman)* 9:30 a.m.
- II. **Public Comment Period** 9:35 a.m.
 Individuals may preregister prior to the start of the meeting to speak, to speak to matters not already on the agenda, or may speak if so designated by the Chairman if they did not preregister. Comments shall be limited to 3 minutes.
- III. **Minutes from June 18, 2026 Meeting (Action Item)**Page 2 9:40 a.m.
- IV. **Regional Labor Market Snapshot – Won Kim, Chief Data Officer, Virginia Department of Workforce Development and Advancement (Virginia Works)** 9:45 a.m.
- V. **Locality Contribution Request Levels for FY28 (Action Item)**.....Page 6 10:15 a.m.
- VI. **Customer Experience and Service Policy (Action Item)**.....Page 8 10:40 a.m.
- VII. **Adjournment** 11:00 a.m.

Capital Region Workforce Partnership Meeting Minutes for June 18, 2026

Consortium Members		Alternates	
Chairman - Hon. John Moyer, New Kent	x	Rodney Hathaway	
Hon. Ryan Patterson, Charles City	x	Vacant	
Hon. Jim Ingle, Chesterfield	x	Dr. James Worsley	x
Hon. Jonathan Christy, Goochland		Nora Amos	x
Hon. Sean Davis, Hanover	x	Ann Glave	
Hon. Jody Rogish, Henrico	x	Monica Smith-Callahan	
Hon. Steve McClung, Powhatan		Will Hagy	
Hon. Kenya Gibson, Richmond	x	Amy Popovich	x

Guests: Ms. Ilene Maurer (CRWDB Chair); Mr. Mark Brickey (VA Works); Ms. Chasidy Privett and Ms. Cynithia Heard (Laine Federal).

Staff: Mr. Brian Davis (CRWP Executive Director); Ms. Krishawn Monroe, (CRWP Assistant Director), Dr. Mychael Lee (Workforce Policy and Planning Specialist) and Ms. Carla Cosby (Administrative Assistant).

- I. **Welcome and Introductions** (*The Honorable John Moyer, Chairman*)
Chairman Moyer called the meeting to order at 9:30 a.m. Members and guests were welcomed and introduced.
- II. **Public Comment Period** – No public comments were offered.
- III. **Information Items**
 - A. Briefing on recent Worker Adjustment and Retraining Notification (WARN) Activity:
Mr. Mark Brickey is the Central Virginia Rapid Response Coordinator, Virginia Department of Workforce Development and Advancement. Mr. Brickey is housed at the VCW Henrico center.
Key Points:
 - Rapid Response facilitates the coordination on various resources that are available locally to assist impacted workers when there is a layoff and business closures.
 - Virginia Works serves as the Commonwealth's Rapid Response agency, receiving WARN notices filed by employers.
 - WARN notices are required when 50+ employees are affected; filings must occur 60 days before a closure or mass layoff for employers with 100+ full-time staff
 - No penalties exist for failure to file, but employees or labor unions may challenge non-compliance.
 - Translation services are available for businesses; center can assist with technology-based registration.
 - Mr. Brickey reviewed affected local businesses and status updates since 2025.
 - Ms. Amos asked about Aramark layoffs and whether automation played a role; Mr. Brickey noted that layoff was the result of a contract change and that typically the new contractor will pick up all or most of the former workers.
 - B. Current Year Spending to Budget Report

- Year-end expenditure target is 91-92%. \$4.3 million of \$5.1 million spent; \$900,000 remains. Year ends June 30.
- Contractor' June invoices were due June 15 so are not yet accounted in the report.

IV. **Action Items.**

- A. Approval of Minutes from April 10, 2026 Meeting. Motion made by Mr. Patterson; seconded by Mr. Ingle. Motion carried.

- B. Preliminary Budget for PY26/FY27 – Presenter Mr. Brian Davis
 - State allocations increased 10%.
 - Capital Region received a reduction of 6% (\$278,756), the largest cut among local areas this year.
 - Funding formulas include poverty levels, dislocated worker counts, unemployment rates, and census tract data; no locality may receive less than 90% of the relative share of what was received in the prior two years.
 - Reserve planned for each year; federal year starts in October
 - Total revenue projected: \$6.1 million
 - Carryover funds and safeguards for spending caps discussed
 - \$4.6 million in federal funds
 - \$600,000 in non-federal funds from locality contributions and rent revenue
 - Service provider contracts to support dislocated workers, one-stop operator and out-of-school services were discussed.
 - Projected expenditures \$4.8 million. Would leave estimated reserve of \$1.3 million.

Mr. Davis provided a budget comparison of the current year and proposed year. The adult/dislocated worker contract has the largest budget line reduction. Currently, \$874,000 is allocated for the adult/dislocated worker contract. Budget overall reduced by 7%; Finance Committee reviewed and support recommendations. By December, service provider contractor closeouts will have been completed and increases to awards can better be considered if there is demonstrated need.

Ms. Popovich asked about if decreasing funding for dislocated workers will reduce services. Mr. Davis noted that a reduction would not be realized before the budget review. Contractors have responsibility to manage funds. They may allocate funds by month, by staff person, or number of participants.

Mr. Davis added that funds can be spent in the year received and the following year. If not spent in second year, funds are returned to the state. In the first quarter, 20% of new money is allocated to pair with other funds. Contractor also has a spending cap in first quarter. Mr. Rogish moved to adopt the approved budget; Mr. Patterson second the motion. The motion carried.

- C. Contract awards - Contracts must be competitively procured. Henrico County Procurement manages the process. When done, the initial award is for one year with the possibility of four renewal years. At the end of the fifth year, it must be released again. Criteria considerations include performance, spending, no indication of mismanagement, no significant monitoring findings, etc.

1. NEW AWARD Adult/Dislocated Worker Contract. This contract is the largest, single financial investment. A request for proposal (RFP) was released and 3 bidders responded. Henrico County includes federal requirements into the public procurement process. It is a federal requirement that CLEOs have input in the process. Two Board members and 1 elected official representative served on the review committee and received the proposals, scored them individually and then reached a consensus score. Scores are based on factors in the request for proposal; each element is weighted.

Oral interviews were held with the highest scored firms. Additional questions were asked in writing. The bidders submitted their best and final offers (BAFO). After review, there was a second consensus scoring. At the end of scoring, Henrico County Purchasing released the notice of intent to award. A 10-day window is instituted for anyone interested in asking questions. There were none.

Confirmation of the award is now required by the Board and the CLEOs to officially affirm award of the contract.

New provider: Laine Federal Education, It was determined that they presented the most compelling proposal and budget. Ms. Chasidy Privett is owner and CEO. The company has over 600 employees. It is an owner/operator company.

The company is based in Atlanta. They are currently in 8 other areas and now Virginia. The company matches opportunities for job seekers and employers by reaching people through networking and social media.

Funds totaling \$40,000 are available in the current year budget for a transition contract. A detailed transition contract was provided. Meetings have been held to discuss transition ideas. Current employees were given opportunity to apply for positions. Five employees decided to remain.

As a part of the transition plan, businesses and participants will be notified of the contractor change. Equus will provide current business contacts. A transition email has been created for staff. Mr. Sean Davis moved to approve the contract award in the amount of \$1,452,892.50; Mr. Rogish seconded the motion. The motion carried.

2. RENEWALS

One Stop Operator – Equus Workforce Solutions (Final Renewal) The Operator manages center operations, customer satisfaction, communication channels, promotes services, etc. among the three workforce centers. This is a staffing contract; it does not provide direct services to businesses or job seekers. Staff is not impacted by the adult/dislocated worker contract. Mr. Roberto Ford is the one stop operator. The majority of the contract supports communication, outreach, day-to-day operations and three staff. The other staff are navigators; they serve as the triage – director of first impressions for the workforce centers. Contract award - \$300,000.

3. Youth Contracts – Ross Employment Solutions and Charles City County. Ms. Krishawn Monroe stated there are two contracts for renewal. This is Ross' fifth and final year. They have continued to do great work creating cohorts and developing partnerships. There are 131 active participants and 62 in follow-up participants. The goal is to clear cases.

Charles City County's contract is a government to government agreement. There are 17 active participants and 29 participants in follow-up. The follow-up group consists of youth from the former contractor, Peace of Mind Counseling. They will be exiting soon. An \$8,000 budget increase was requested. Mr. Rogish asked if the 17 youth were Charles City youth? Ms. Popovich asked about services for in-school youth across the region. Ms. Monroe shared that Peace of Mind Counseling served youth from Richmond, Hanover, Chesterfield and Henrico. Seventeen youth are graduating. Charles City County had 55 youth enrolled. The in-school program is a qualification program – individuals must have a barrier and meet low-income requirements. Only seniors can enroll this year. Most of the money is earmarked for work experience.

ACTION FOR RENEWALS:

Three renewals are presented for approval. A motion is needed to confirm approval.

Mr. Sean Davis questioned how the motion should be made to adopt the contracts.

Mr. Sean Davis moved to approve the contracts and contract updates as recommended; Mr. Ingle second the motion. The motion carried.

- One Stop Operator – Equus Workforce Solutions (Final Renewal - \$300,000)
- Out-of-School Youth for Region – Ross Innovative Employment Solutions (Final Renewal -\$1,030,000)
- In School and Out of School Youth – Charles City County government (Final Renewal - \$140,000)

- V. **Board and Staff Updates** - No Board or staff updates were presented.
- VI. **Adjournment** - There being no further business, the meeting adjourned at 11:00 am..

Agenda Item V.

Capital Region Workforce Partnership Consortium of Local Elected Officials (CLEO) Agenda Item Summary –Local Contribution Levels for Fiscal Year 28 (Starting July 1, 2027)
<i>What is it?</i> The Capital Region Workforce Partnership benefits each year from financial contributions from the member localities to supplement the partnership’s primary source of funds, the federal Workforce Innovation and Opportunity Act (WIOA). The contributions are voluntary in nature, and while dollar amounts identified in this process are the basis for requests, each jurisdiction determines the amount that will ultimately be provided through their respective local budget process.
<i>What do CLEO Members Need to Know?</i> In 2014, following a consultant study and recommendations, the CLEO Consortium approved the use of a standardized approach to determine funding requests each year. It was unanimously agreed that the requests should be based proportionately on the level of active enrolled residents from each jurisdiction in the prior year. In years prior to 2014, there was no established method or formula of determination, which led to a single locality contributing 60-70% of all local funds. Based on the program year that closed on June 30, 2026, staff has prepared the attached funding levels for consideration using variations of the approved methodology, found at Attachment 1. It should be noted that a modified approach has been used in recent years, where a minimum “floor” contribution of \$2,000 has been agreed upon by jurisdictions whose proportional share did not equate to at least \$2,000.
<i>What do CLEO Members Need to Do?</i> Consider the funding options presented as the base for the FY28 budget cycle.

Total Workforce Center Visits for Universal Services - by Locality of Residence

Jurisdiction	FY26 Center Visitors	Prior Year Counts (FY25)
Charles City	81	102
Chesterfield	3,485	3,841
Goochland	110	121
Hanover	628	872
Henrico	8,517	9,168
New Kent	167	172
Powhatan	93	130
Richmond	6,119	6,543
Region Subtotal	19,200	20,949
Residents from Outside the Region	1,078	1,118
Total	20,278	22,067

Budget (Proposed use of Contributions):

Options 1 and 2 - \$250,000

\$190,000 – Workforce services and support costs and special events

\$60,000 – Personnel costs (1/4 of Director's salary per previous agreement; vs. past practice of 100%)

Option 3 - \$200,000

\$160,000 – Workforce services and support costs and special events

\$40,000 – Personnel costs (1/4 of Director's salary per previous agreement; vs. past practice of 100%)

	A	B	D	E	F
Jurisdiction	WIOA-enrolled Customers in Year ending June 30, 2026 (prior year in parenthesis)	WIOA Customers Served as a percentage of Total	Option 1: Level base to prior year (Method used for FY27)	Option 2: Proportional to FY26 enrollments	Option 3: Proportional to FY26 enrollments, lower base budget
Charles City	25 (27)	4.13%	\$6,300	\$9,425	\$7,460
Chesterfield	160 (184)	26.4%	\$61,900	\$66,000	\$52,800
Goochland	1 (0)	0.17%	\$2,000	\$2,000	\$2,000
Hanover	27 (32)	4.46%	\$6,600	\$10,425	\$8,120
Henrico	173 (191)	28.55%	\$66,700	\$71,375	\$57,100
New Kent	7 (4)	1.16%	\$2,000	\$2,900	\$2,320
Powhatan	6 (7)	0.99%	\$2,000	\$2,475	\$2,000
Richmond	207 (316)	34.16%	\$102,500	\$85,400	\$68,200
	606 (761)	100%	\$250,000	\$250,000	\$200,000

Note: An additional 68 enrolled customers were from outside region, for a total active enrolled of 674

Agenda Item VI.

Capital Region Workforce Partnership Consortium of Elected Officials
Agenda Item Summary – Customer Experience and Service Delivery Policy (New)

What is it?

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

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

What do Members Need to Know?

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

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

The policy is organized around seven pillars denoting the various stages of a customer's experience: Access, Engagement, Planning, Progress, Placement, Retention and Exit. It affords flexibility so that it can be segmented to align with each staff person's role in the centers.

The policy also creates a framework for metrics to review performance and progress against the policy purpose and identify areas to celebrate or pursue improvement.

What do Members Need to Do?

Discuss and consider endorsement of the policy, as recommended jointly by the Continuous Improvement and Programs and Operations Committees, which included elected official representatives.

CUSTOMER EXPERIENCE AND SERVICE DELIVERY POLICY

References:

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

Date: September 10, 2026

Purpose:

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

Policy Statement:

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

I. Scope:

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

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

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

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

II. Customer Service Standards:

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

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

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

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

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

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

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

III. CUSTOMER EXPERIENCE AND SERVICE DELIVERY FRAMEWORK

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

A. Access

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

B. Engage

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

C. Plan

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

D. Progress

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

E. Place

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

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

F. Retain

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

G. Exit

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

IV. CUSTOMER EXPERIENCE MEASUREMENT AND EVALUATION

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

A. Customer Feedback Collection Requirements

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

B. Required Customer Feedback Topics

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

C. Customer Performance Tracking Requirements

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

D. Outcome and Service Quality Measures

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

E. Customer Evaluation Tools

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

F. Reporting and Review

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

G. Continuous Improvement Loop

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

V. EMPLOYER & PARTNER ENGAGEMENT MEASUREMENT

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

- Employer and partner engagement shall follow six interconnected stages: Engage, Assess, Solve, Connect, Support, and Succeed.
- Engage – Build awareness and relationships by listening to employer and partner needs, communicating available workforce resources and services, and establishing a clear point of contact.
- Assess – Understand workforce needs, challenges, goals, and opportunities through meaningful conversation, needs assessment, labor market information, and other appropriate methods.
- Solve – Work collaboratively with employers and partners to identify and develop practical workforce solutions that respond to identified needs and create value.
- Connect – Connect employers and partners to appropriate talent, programs, services, resources, organizations, and workforce system opportunities. Staff shall facilitate introductions, coordinate referrals, and use warm handoffs when appropriate.
- Support – Maintain relationships through timely communication, follow-through, problem solving, technical assistance, ongoing services, and connections to additional resources as needs evolve.

- Succeed – Evaluate results and impact, recognize outcomes, gather feedback, identify ¹⁴ additional opportunities, and strengthen long-term employer and partner relationships.

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

A. Feedback Collection Requirements

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

B. Required Feedback Topics

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

C. Performance Tracking Requirements

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

D. Employer and Partner Performance Measures

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

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

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

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

E. Continuous Improvement Loop

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

VI. PERFORMANCE METRIC MATRIX AND EVALUATION TOOLS

A. Performance Metric Matrix

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

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

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

B. Technology and Evaluation Tools

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

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

C. Partner Agreement and Data Collection Requirements

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

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

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

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

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

VIII. POLICY ATTACHMENTS AND IMPLEMENTATION TOOLS

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

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

Signature _____ Effective Date: _____

Attachments are for Illustrative Purposes to Visually Convey the Policy Principles

VIRGINIA CAREER WORKS – CAPITAL REGION

CUSTOMER EXPERIENCE & SERVICE DELIVERY FRAMEWORK

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



EXPECTED STAFF BEHAVIORS AT EACH POINT

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

1. ACCESS	2. ENGAGE	3. PLAN	4. PROGRESS	5. PLACE	6. RETAIN	7. EXIT					
											
 ALWAYS SMILE AT EACH INITIAL INTERACTION.	 ALWAYS SMILE AT EACH INITIAL INTERACTION.	 ALWAYS SMILE AT EACH INITIAL INTERACTION.	 ALWAYS SMILE AT EACH INITIAL INTERACTION.	 ALWAYS SMILE AT EACH INITIAL INTERACTION.	 ALWAYS SMILE AT EACH INITIAL INTERACTION.	 ALWAYS SMILE AT EACH INITIAL INTERACTION.					
• Greet every customer promptly, professionally, and respectfully. • Make eye contact and introduce yourself. • Create a welcoming, inclusive, and judgment-free environment. • Listen before directing or responding. • Explain available services in plain language. • Assist customers with sign-in, technology, or forms as needed. • Ensure accessibility and provide accommodations when requested. • Never turn a customer away without offering the next step or referral. • Escort or warmly hand off customers whenever possible.	• Use active listening and ask open-ended questions. • Demonstrate empathy while remaining objective. • Seek to understand the customer's goals, strengths, and barriers. • Verify information rather than making assumptions. • Explain eligibility and available options clearly. • Respect confidentiality at all times. • Involve the customer in identifying priorities. • Ensure the customer understands what will happen next.	• Collaborate with the customer to develop realistic goals. • Explain available services and program expectations. • Set measurable milestones together. • Clearly identify responsibilities for both staff and customer. • Confirm understanding before moving forward. • Document plans accurately and timely. • Refer customers to appropriate partners when services are unavailable internally. • Schedule follow-up before ending the meeting.	• Deliver services as promised. • Maintain regular communication with customers. • Respond to calls, emails, and messages promptly. • Monitor progress toward goals and celebrate milestones. • Identify barriers early and offer solutions. • Adjust plans when customer circumstances change. • Coordinate services across programs and partners. • Document all contacts and progress accurately.	• Prepare customers for interviews and employment opportunities. • Match customers with appropriate jobs or training based on goals and qualifications. • Communicate professionally with employers. • Ensure customers understand job expectations. • Verify placement information accurately. • Continue supporting the customer through the hiring process. • Make additional referrals when another provider can better meet the customer's needs.	• Maintain scheduled follow-up contacts (30/60/90 days or program requirements). • Provide encouragement and coaching. • Help resolve workplace challenges before they become crises. • Connect customers with supportive services when appropriate. • Celebrate employment successes and milestones. • Document outcomes promptly. • Coordinate additional services if employment changes or advancement opportunities arise.	• Confirm the customer has achieved planned goals or understands remaining options. • Review available future services and re-entry options. • Thank the customer for participating. • Ensure all required documentation is complete. • Explain how to reconnect with Virginia Career Works if future needs arise. • Complete system exit accurately and timely. • Leave the customer with a positive final impression of the workforce system.					
UNIVERSAL STAFF BEHAVIORS (EXPECTED AT EVERY STAGE)											
 Treat every customer with dignity, respect, and professionalism.	 Demonstrate empathy without making assumptions.	 Communicate clearly, honestly, and in plain language.	 Be knowledgeable about workforce services and partner resources.	 Take ownership of customer concerns until an appropriate resolution or handoff occurs.	 Follow through on commitments.	 Protect customer confidentiality.	 Respond promptly to customer inquiries.	 Maintain accurate and timely documentation.	 Collaborate effectively with coworkers and partner agencies.	 Focus on solutions rather than barriers.	 Continuously seek opportunities to improve the customer experience.
MANAGING CUSTOMER EXPECTATIONS											
 Be honest about what we can and cannot do. Set realistic timelines for services and outcomes.	 Explain processes, requirements, and potential wait times clearly at the beginning.	 Communicate status updates regularly, even when there is no change.	 If needs cannot be met, explain alternative options or referrals with clear next steps.	 Follow through on commitments and let customers know if there are any delays.	 Thank customers for their patience and partnership. Manage expectations with respect and clarity.						
 PERFORMANCE EXPECTATIONS (Examples)	 Greet customers within 30 seconds of arrival.	 Respond to emails and messages within one business day.	 Document services and contacts within two business days.	 Provide warm handoffs whenever possible.	 Schedule follow-up before ending every interaction.	 Maintain follow-up contacts at required intervals (30/60/90 days).	 Ensure accurate and complete system entries at every step.	 Seek customer feedback and use it to improve services.		EVERY INTERACTION. EVERY CUSTOMER. EVERY TIME. WE ARE HERE TO HELP YOU SUCCEED.	

CUSTOMER FLOW: CUSTOMER SATISFACTION FRAMEWORK

MEASURABLE GOALS • EXPECTATIONS • QUESTIONS • METHODS • ROLES

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

WHAT WE VALUE
- Valuing partnerships & individual relationships - Always returning calls and messages - Warm hand-offs to the right person or resource - Follow-up emails to confirm needs were met - Respect, responsiveness, and results

Attachment C

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

TOGETHER, WE MAKE AN IMPACT!



Connecting People.



Strengthening Communities.



Building Careers.

For more information: www.vcwcapital.com

A COLLABORATIVE APPROACH TO MEET WORKFORCE NEEDS



1. ENGAGE

We listen to your business needs and understand your goals.



2. ASSESS

We identify workforce challenges and opportunities.



3. SOLVE

We connect you to customized workforce solutions.



4. CONNECT

We recruit, train, and prepare qualified talent for your business.



5. SUPPORT

We provide ongoing support to help your business grow.



6. SUCCEED

We celebrate success and build long-term partnerships.

EMPLOYER SOLUTIONS



Talent Recruitment
Connect with qualified candidates.



Job Fairs & Hiring Events
Connect with job seekers face-to-face.



On-the-Job Training (OJT)
Train employees while they work.



Incumbent Worker Training
Strengthen skills and increase retention.



Work Experience (WEX)
Build your future workforce through meaningful experiences.



Workforce Information
Labor market data and industry insights.



Customized Training
Upskill your workforce with tailored training solutions.



Business Services Support
Resources and guidance every step of the way.

HOW WE PARTNER WITH YOU



DISCOVER
We learn about your business and workforce needs.



DESIGN
We create a customized solution for your goals.



DELIVER
We connect you with services and talent.



DEVELOP
We help build a stronger, more skilled workforce.



DRIVE RESULTS
We support your success and long-term growth.

PARTNER BENEFITS



Access to a diverse talent pool



Reduced recruitment and training costs



Customized solutions to meet your needs



Stronger workforce and higher retention



Local support with a personal touch



Stronger community and economic growth

**LET'S BUILD
SUCCESS TOGETHER**

We are your workforce partner
— today and tomorrow.



INDUSTRIES WE SUPPORT



Healthcare



Advanced
Manufacturing



Information
Technology



Logistics &
Transportation



Hospitality &
Tourism



Construction
& Skilled Trades



Business
Services



And More

CONNECT WITH US



Visit our website
<https://vcwcapital.com/>

Your connection to workforce solutions,
employer resources, and community impact.

EMPLOYER & PARTNER ENGAGEMENT STAFF EXPECTATIONS AT EACH STAGE

Building Stronger Connections. Creating Workforce Solutions.

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

OUR PARTNERS IN SUCCESS

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

Attachment 21 E

PARTNER ENGAGEMENT JOURNEY – STAFF EXPECTATIONS AT EACH STAGE







VIRGINIA
CAREER WORKS
CAPITAL REGION

MEASURING EMPLOYER & PARTNER ENGAGEMENT STAFF BEHAVIORS OVER 12 MONTHS

Multi-Channel Feedback. Continuous Improvement. Stronger Partnerships.
We measure what matters and use feedback to improve experiences, strengthen relationships,
and deliver exceptional service at every stage.

WHAT WE VALUE

- Valuing partnerships & individual relationships
- Always returning calls and messages
- Warm hand-offs to the right person or resource
- Follow-up emails to confirm needs were met
- Respect, responsiveness, and results

HOW WE MEASURE

Multiple ways for partners to share feedback year-round.
All feedback is confidential and used for improvement.

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

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

TEXT SURVEYS
Short SMS surveys for convenience and real-time feedback.

DIRECT CONTACT
Phone calls and conversations with employers and partners.

POP-UP SESSIONS
Quick feedback kiosks at events, trainings, and business visits.

FOLLOW-UP EMAILS
Sent after service or referrals to confirm needs were met. We FOLLOW UP.

FOCUS GROUPS
Quarterly discussions with employers and partners for deeper insights.

SURVEY QUESTIONS BY ENGAGEMENT STAGE

- Overall Satisfaction 1-5 Scale
- Relationship & Respect 1-5 Scale
- Responsiveness 1-5 Scale
- Outcome & Value 1-5 Scale
- Open-Ended Comments

1. ACCESS

- How satisfied are you with your initial interaction with our staff?
- Did our staff show genuine interest in you and your organization?
- How easy was it to reach the right person to start the conversation?
- How likely are you to continue working with Virginia Career Works?
- What did we do well during this stage?

2. ENGAGE

- How satisfied are you with the way we understood your needs and opportunities?
- Did staff ask the right questions and listen carefully?
- How responsive were we in gathering information or data you needed?
- How valuable was the information and insight you received?
- What could we improve during this stage?

3. PLAN

- How satisfied are you with the solutions and resources provided?
- Did staff collaborate with you to develop practical solutions?
- How well did staff keep you informed throughout the process?
- How effective are the solutions in meeting your needs?
- What other solutions or resources would be helpful?

4. PROGRESS

- How satisfied are you with the quality of our connections and introductions?
- Did staff make warm hand-offs to the right people or resources?
- How timely were introductions and follow-through communications?
- How beneficial were the connections and opportunities shared?
- How can we better connect you with the right partners?

5. SUPPORT

- How satisfied are you with the ongoing support you receive?
- Does staff treat you with respect and value your time?
- How quickly do staff respond to your calls, emails, and needs?
- How well does our support help you achieve your goals?
- What additional support would be most helpful?

7. RETAIN

- How satisfied are you with the results and partnership success?
- Do you feel we value our relationship with your organization?
- How effective is our follow-up to ensure your needs were met?
- How likely are you to recommend Virginia Career Works to others?
- What's one thing we can do to make this partnership even stronger?

OVERALL EXPERIENCE

Rate your overall experience working with our staff.

★★★★★
1 (Poor) to 5 (Excellent)

NPS (Net Promoter Score)

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

0 1 2 3 4 5 6 7 8 9 10
Not at all likely Extremely likely

Comments / Suggestions

12-MONTH MEASUREMENT PLAN

MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Baseline Survey Establish baseline metrics.	Follow-Up Surveys Collect after key interactions and events.	Pop-Up Sessions Gather quick feedback at events.	Phone Outreach Direct calls with key employers and partners.	Mid-Year Check-In Review trends and identify opportunities for improvement.	Follow-Up Emails Confirm needs were met and capture feedback.	Text Surveys Pulse check for quick feedback.	Focus Groups Deep dive discussions with partners.	Continued Surveys Ongoing feedback across all channels.	Partner Outreach Strengthen relationships and follow up.	Satisfaction Check Measure progress and improvements.	Year-End Survey Evaluate annual performance and outcomes.

WIOA: SERVING EMPLOYERS EFFECTIVELY (Employer Performance Measures)

Employer Penetration Rate (Quarterly)	Quality of Employer Engagement (Quarterly)
Repeat Business Rate (Quarterly)	Business Services Provided (Quarterly)
Satisfaction with Services (Quarterly)	Employer Outcomes (Annually)

* Data is aggregated and reported as required by the U.S. Department of Labor.

KEY METRICS WE TRACK

Overall Satisfaction Score	Warm Hand-Off Rate
Net Promoter Score (NPS)	Follow-Up Email Rate
Response Time (Avg. in Hours)	Referral / Recommendation Rate
	Issue Resolution Rate
	Qualitative Feedback Themes

REPORTING & REVIEW

- Monthly dashboard updates
- Quarterly trend analysis
- Share insights with staff and partners
- Identify strengths and improvement areas
- Adjust strategies and action plans

IMPROVEMENT LOOP

Listen → Analyze → Act → Communicate → Repeat

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

OUR COMMITMENT

We are committed to valuing every partnership and individual relationship.

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



TOGETHER, WE MAKE AN IMPACT!

Connecting people. Strengthening communities. Building careers.



ATTACHMENT H - PERFORMANCE METRIC MATRIX

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