



SOUTH CENTRAL WORKFORCE DEVELOPMENT BOARD Local Plan

Chairman: Lisa Crews

Vice Chairman: Valaria
Seamans

February 1, 2017

Equal Opportunity Employer/Program- Auxiliary aids and
services are available upon request to individuals with disabilities

TABLE OF CONTENTS

Overview	p. 2
1. Local Strategic Planning Elements	p. 3
a. Workforce Demand Analysis	p. 3
b. Workforce Supply Analysis	p. 11
c. SWOT Analysis	p. 16
d. Vision & Goals	p. 20
e. Strategy & Partnerships	p. 26
f. Additional Strategic Elements	p. 29
2. Local Workforce Development System Elements	p. 33
a. Programs/Partners Overview	p. 33
b. Collaborative Strategies	p. 39
c. Business Services	p. 42
d. Economic Development Collaboration	p. 47
e. One Stop System	p. 50
f. Adult & Dislocated Worker Services Provided	p. 60
g. Rapid Response Coordination	p. 64
h. Youth Services Provided	p. 66
i. Supportive Service Provision	p. 72
j. Training Services	p. 72
k. Collaboration with the Community Colleges	p. 74
l. Collaboration with Education	p. 76
m. Collaboration with Adult Education and Literacy	p. 77
n. Priority of Service	p. 78
o. Incorporation of Technology	p. 79
p. Efficient and Effective Service Delivery	p. 80
q. Fiscal Agent	p. 81
r. Procurement	p. 83
s. Performance	p. 84
t. Quality Assurance	p. 84
u. Public Comment Period	p. 87
3. Public Comments Received Section	p. 88
4. Attachments	p. 88

OVERVIEW

Under the Workforce Innovation and Opportunity Act (WIOA), each Local Workforce Development Board (LSCWDB) shall develop and submit to the Governor a comprehensive four-year local plan, in partnership with the Chief Local Elected Officials (CLEOs). The local plan is a comprehensive action plan designed to develop, align and integrate service delivery strategies and support Virginia's vision and strategic and operational goals for workforce development. The plan sets forth strategies for the South Central Workforce Development Board (SCWDB) to:

1. Direct investments in economic, education and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
2. Apply job-driven strategies in the one stop delivery system; and
3. Enable economic, education and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs.

In addition, the local plan addresses those areas that are receiving statewide emphasis through the Combined State Plan:

1. Increase business engagement and deliver value to our customers;
2. Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to local business;
3. Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Area 8 and Virginia's economy;

4. Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression; and
5. Ensure that workforce system public investments generate a quality return to Area 8 and Virginia and the customers we serve.

Successful implementation of the strategies in the local plan depends on the strategic and robust relationships that exist and those that will be strengthened during the next four years in Area 8, which includes the jurisdictions of Amelia, Brunswick, Buckingham, Charlotte, Cumberland, Halifax, Lunenburg, Mecklenburg, Nottoway and Prince Edward.

1. **LOCAL STRATEGIC PLANNING ELEMENTS**

A. Workforce Demand Analysis

Provide a descriptive analysis of the regional economic conditions including: existing and emerging in-demand industry sectors and occupations; employment needs of employers in existing and emerging in-demand industry sectors and occupations; the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

Healthcare is and continues to emerge as the largest in-demand industry sector in Area 8 as well as in Virginia. Educational services and retail trade are second in terms of employing the highest numbers of workers, but growth in those areas as an emerging industry is predicted to be slow. Manufacturing continues to employ a large number of workers but is expected to decline over the next 10 years. In addition to Healthcare, Professional, Scientific, and Technical Services as well as Administrative/ Support/Waste Management and Construction are emerging industries. (See Table 1 and 2)

Table 1-Industry Employment and Projections-Long Term (Source: Virginia Employment Commission, Economic and Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.)

South Central (LWIA VIII) Economic Profile - Industry Employment & Long Term Projections

	Employment			Percent	
	Estimated 2014	Projected 2024	Change	Total	Annual
Health Care and Social Assistance	8,564	10,666	2,102	24.54%	2.22%
Professional, Scientific, and Technical Services	941	1,082	141	14.98%	1.41%
Administrative and Support and Waste Management	2,039	2,308	269	13.19%	1.25%
Construction	2,442	2,710	268	10.97%	1.05%
Other Services (except Public Administration)	1,479	1,616	137	9.26%	0.89%
Educational Services	7,436	8,096	660	8.88%	0.85%
Arts, Entertainment, and Recreation	446	481	35	7.85%	0.76%
Transportation and Warehousing	2,421	2,593	172	7.10%	0.69%
Finance and Insurance	984	1,052	68	6.91%	0.67%
Agriculture, Forestry, Fishing and Hunting	846	903	57	6.74%	0.65%
Accommodation and Food Services	3,972	4,160	188	4.73%	0.46%
Management of Companies and Enterprises	381	394	13	3.41%	0.34%
Real Estate and Rental and Leasing	330	340	10	3.03%	0.30%
Retail Trade	6,137	6,315	178	2.90%	0.29%
Wholesale Trade	1268	1284	16	1.26%	0.13%
Mining, Quarrying, and Oil and Gas Extraction	126	124	-2	-1.59%	-0.16%
Information	475	447	-28	-5.89%	-0.61%
Manufacturing	5119	4649	-470	-9.18%	-0.96%
Utilities	433	390	-43	-9.93%	-1.04%
Total, All Industries	55,455	59,698	4,243	7.65%	0.74%

Note: Asterisks (***) indicate non-disclosable data.

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.

Table 2-Occupation Employment and Projections-Long Term (Source: Virginia Employment Commission, Economic and Information & Analytics, Long Term Occupation Employment and Projections, 2014-2024.)

	Employment			Openings		
	Estimated 2014	Projected 2024	% Change	Replacements	Growth	Total
Healthcare Support Occupations	1,976	2,528	27.94%	45	55	100
Personal Care and Service Occupations	2,533	3,168	25.07%	36	64	100
Healthcare Practitioners and Technical Occupations	3,457	4,116	19.06%	76	66	142
Community and Social Service Occupations	1,020	1,165	14.22%	22	14	36
Legal Occupations	231	261	12.99%	4	3	7
Computer and Mathematical Occupations	418	469	12.20%	6	6	12
Life, Physical, and Social Science Occupations	284	316	11.27%	8	4	12
Business and Financial Operations Occupations	1,256	1,392	10.83%	27	14	41
Education, Training, and Library Occupations	4,786	5,284	10.41%	104	50	154
Building and Grounds Cleaning and Maintenance Occupations	2,198	2,391	8.78%	44	19	63
Farming, Fishing, and Forestry Occupations	848	920	8.49%	20	8	28
Construction and Extraction Occupations	2,747	2,967	8.01%	46	22	68
Management Occupations	1,532	1,642	7.18%	36	12	48
Installation, Maintenance, and Repair Occupations	2,467	2,632	6.69%	58	16	76
Food Preparation and Serving Related Occupations	4,286	4,563	6.46%	145	33	178
Protective Service Occupations	2,402	2,527	5.20%	65	14	79
Transportation and Material Moving Occupations	4,660	4,900	5.10%	102	24	126
Office and Administrative Support Occupations	8,045	8,334	3.59%	169	47	216
Sales and Related Occupations	5,211	5,372	3.09%	176	17	193
Arts, Design, Entertainment, Sports, and Media Occupations	529	533	0.76%	14	2	16
Architecture and Engineering Occupations	290	286	-1.38%	6	1	7

Production Occupations	4,279	3,932	-8.11%	95	5	100
Total, All Occupations	55,455	59,698	7.65%	1,304	497	1,801

Note: Asterisks (***) indicate non-disclosable data.

Projections, 2014-2024 Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational

Healthcare occupations including practitioners and technical occupations, personal care, service and support occupations are highest in terms of occupations and are projected to need the most workers in the next ten years. Office and administrative support, education, training and library occupations as well as transportation and material moving will continue to emerge. (See Table 3)..

Table 3-Growth Occupations (Source: Virginia Employment Commission, Economic and Information & Analytics, Occupational Employment Statistics (OES) Survey, 2014-2024.)

Employment				Average Annual Openings			Average Annual Salary
Occupation	Estimated 2014	Projected 2024	% Change	Replacements	Growth	Total	
Nurse Practitioner	116	173	49.14%	3	6	9	\$79,907
Home Health Aides	142	204	43.66%	3	6	9	\$19,863
Speech-Language Pathologists	86	118	37.21%	2	3	5	\$80,107
Medical Assistants	106	144	35.85%	2	4	6	\$27,663
Emergency Medical Tech/Paramed.	229	310	35.37%	4	8	12	\$31,476
Physicians & Surgeons	82	108	31.71%	2	3	5	\$224,886
Personal Care Aides	1,067	2,112	31.43%	13	50	63	\$16,933
Mental Health Counselors	84	110	30.95%	2	3	5	\$41,435
Residential	78	102	30.77%	2	2	4	N/A

Advisors							
Nursing Assistants	1,275	1,643	28.86%	29	37	66	\$20,104
Food Servers, Non-restaurant	177	226	27.68%	4	5	9	\$18,134
Medical Secretaries	128	161	25.78%	1	3	4	\$29,392
Dental Assistants	97	121	24.74%	2	2	4	\$32,452
Medical/Health Services Managers	90	112	24.44%	2	2	4	\$80,401
Receptionists & Information Clerks	371	461	24.26%	10	9	19	\$24,210
Production, Planning & Expediting Clerks	***	***	***	***	***	***	\$43,830
Nonfarm Animal Caretakers	93	113	21.51%	2	2	4	\$19,063
Market Research Analysts & Marketing Specialists	143	170	18.88%	2	3	5	\$44,933
Clinical, Counseling & School Psychologists	120	140	16.67%	3	2	5	\$76,675
Recreation Workers	139	162	16.55%	3	2	5	\$23,310

Note: Asterisk (***) indicate non-disclosable data.

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024, Occupation Employment Statistics (OES) Survey 2014.

The regional economic development group, Virginia's Growth Alliance (VGA), posted an analysis of the regional economy (excluding Halifax County and including Greenville County) as the Economic and Workforce Evaluation of VGA Targeted Industry Sectors by Fletcher

Mangum at:

http://vagrowth.com/profile/downloads/cat_view/2general?orderby=dmdatecounter&ascdesc=D

[ESC](#) . The analysis identifies four targeted industry sectors of Advanced Manufacturing, Forestry and Wood Products, Information Technology, and Logistics and Distribution.

To meet the employment needs of the employers in the region, soft skills are needed across industries and occupations. As the unemployment rate decreases and fewer dislocated workers with refined soft skills are available, the emerging workforce will need additional soft skills training.

In Healthcare, the knowledge and skills needed by the employers will be medicine/dental, customer service, personal service, education and training in the allied health fields, active listening, social perceptiveness, service orientation, speaking, coordinating, critical thinking, reading comprehension, judgment and decision making, monitoring, writing, active learning, complex problem solving, instructing, persuasion, and time management. Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers as well as a credential. (Source: onetonline.org)

To meet the needs of the Professional, Scientific and Technical and Administrative/Support occupations, the knowledge and skills needed are sales and marketing, administration and management, mathematics, persuasion, speaking, active listening, negotiations, and social perceptiveness. Employees usually need one to two years or more of training with an earned credential and training on the job and informal training with experienced workers.

In the construction industry, employees in these occupations need from a few months to two years or more of working with experienced employees, including recognized apprenticeship programs associated with the particular occupation in construction. The knowledge and skills needed are in building, construction, mechanical, administration, management, public safety, security, mathematics, design, production and processing, coordination, operation monitoring, reading comprehension, operation and control, critical thinking, equipment maintenance and time management (Source: onetonline.org)

EMPLOYERS BY SIZE OF ESTABLISHMENT¹

	LWIA VIII	Virginia
0 to 4 employees	3,419	157,369
5 to 9 employees	837	38,485
10 to 19 employees	534	28,363
20 to 49 employees	349	20,924
50 to 99 employees	98	7,336
100 to 249 employees	40	3,819
250 to 499 employees	27	1,064
500 to 999 employees	***	369
1000 and over employees	***	238
	5,310	257,967

¹ Note: Asterisks (***) indicate non-disclosable data. 'Zero; no employment' typically represents new startup firms or sole-proprietorships. Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2016.

EMPLOYMENT BY SIZE OF ESTABLISHMENT

	LWIA VIII	Virginia
0 to 4 employees	5,290	230,821
5 to 9 employees	5,463	255,681
10 to 19 employees	7,179	384,813
20 to 49 employees	10,488	632,614
50 to 99 employees	6,497	501,113
100 to 249 employees	6,101	572,044
250 to 499 employees	9,819	366,925
500 to 999 employees	***	253,345
1000 and over employees	***	610,677
	55,763	3,808,033

50 Largest Employers

1. Halifax County School Board	26. U.S. Department of Defense
2. Longwood University	27. Crossroads Services Board
3. Wal Mart	28. Postal Service
4. Sentara Healthcare	29. Lunenburg County Public School
5. Mecklenburg County School Board	30. Virginia Marble Manufacturing
6. Food Lion	31. ONE Jeanswear Group
7. Dolgencorp LLC	32. Geo Corrections & Detention Inc
8. MCV Hospital	33. Hardee's
9. Centra Health	34. Amelia County School Board
10. Nottoway County Public School Board	35. Lunenburg Correctional Center
11. Virginia Center for Behavioral Rehabilitation	36. Cumberland County School Board
12. Nottoway Correctional Center	37. Virginia Department of Military Affairs
13. Southside Virginia Community College	38. Heritage Hall
14. ABB Service Company Division	39. Dominion Virginia Power
15. Hampden-Sydney College	40. G A & F C Wagman Inc
16. Charlotte County School Board	41. Holly Manor Nursing Home
17. Piedmont Geriatric Hospital	42. Lowes' Home Centers, Inc.
18. Buckingham County School Board	43. Southside Community Services
19. Prince Edward County Public Schools	44. VIR, Virginia International Raceway
20. Presto Products Company	45. Home Recovery
21. Global Safety Textiles LLC	46. Halifax County
22. Brunswick County School Board	47. Immigration Centers of America
23. Dillwyn Correctional Center	48. Care Advantage
24. Buckingham Correctional Center	49. County of Mecklenburg
25. VDOT	50. Peebles

Note: Asterisks (***) indicate non-disclosable data. 'Zero; no employment' typically represents new startup firms or sole-proprietorships. Source: Virginia Employment Commission, Economic Information & Analytics,

Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2016.

B. Workforce Supply Analysis

Provide a descriptive analysis of the regional workforce, including current labor force employment and unemployment data; information on labor market trends; educational and skill levels of the workforce, including individuals with barriers to employment.

Data snapshots from Workforce Area VIII, which is comprised of Amelia County, Brunswick County, Buckingham County, Charlotte County, Cumberland County, Halifax County, Lunenburg County, Mecklenburg County, Nottoway County, and Prince Edward County include the following:

Population Totals

The population is increasing, from 185,251 in 2000 to 191,011 (a change of 3.11%). It is projected to increase by another 1.57% by 2020 for a total of 194,011.

	LWIA VIII	VIRGINIA	United States
Under 5 years	9,992	509,625	20,201,362
5 to 9 years	10,489	511,849	20,348,657
10 to 14 years	11,212	511,246	20,677,194
15 to 19 years	13,304	550,965	22,040,343
20 to 24 years	13,353	572,091	21,585,999
25 to 29 years	10,480	564,342	21,101,849
30 to 34 years	10,335	526,077	19,962,099
35 to 39 years	10,799	540,063	20,179,642
40 to 44 years	12,274	568,865	20,890,964
45 to 49 years	14,259	621,155	22,708,591
50 to 54 years	14,602	592,845	22,298,125
55 to 59 years	13,694	512,595	19,664,805
60 to 64 years	12,939	442,369	16,817,924
65 to 69 years	10,451	320,302	12,435,263
70 to 74 years	8,084	229,502	9,278,166
75 to 79 years	6,119	173,929	7,317,795
80 to 84 years	4,491	130,801	5,743,327
85 years and over	4,134	122,403	5,493,433
TOTALS	191,011	8,001,024	308,745,538

Less than 1% of the total population for the region speak English ‘less than well’, compared to 2.6% of the population in Virginia.

Population Totals for those that Speak English “less than well”

	Total	Speak English less than well	Percentage
LWIA VIII	178,801	897	0.50%
Virginia	7,673,811	199,874	2.60%
United States	294,133,373	13,435,997	4.57%

In 2012, approximately 40,000 people lived and worked in the area. The number of out-commuters was 38,514, and 15,848 people were in-commuters. Out-commuters are primarily commuting to Chesterfield County, Richmond City and Henrico County (a total of 10,707 individuals).

In-Commuter and Out-Commuter Totals

People who live and work in the area	37,402
In-Commuters	15,848
Out-Commuters	38,514
Net In-Commuters (In-Commuters minus Out-Commuters)	-22,666

The unemployment rate for 2015 was 5.8% compared to 4.4% for Virginia, and 5.3% for the United States. The rate for the area is going down, from 7.0% in 2014.

In September 2016, the unemployment rate for the area was 5.1%.

Unemployment Rates

	LWIA VIII	VIRGINIA	UNITED STATES
2005	5.5%	3.6%	5.1%
2006	4.8%	3.1%	4.6%
2007	4.7%	3.0%	4.6%
2008	5.9%	3.9%	5.8%
2009	9.6%	6.7%	9.3%
2010	10.4%	7.1%	9.6%
2011	9.5%	6.6%	8.9%
2012	8.5%	6.0%	8.1%
2013	8.1%	5.7%	7.4%
2014	7.0%	5.2%	6.2%
2015	5.8%	4.4%	5.3%

Characteristics of the Insured Unemployed

GENDER	LWIA VIII	VIRGINIA
Male	383	13,239
Female	232	11,408
Unspecified	0	0
RACE	LWIA VIII	VIRGINIA
White	262	12,988
Black	338	8,970
American Native	1	133
Asian	1	660
Other	9	811
Hispanic or Latino	4	1,085
AGE	LWIA VIII	VIRGINIA
Under 22 years	12	246
22 to 24 years	29	889
25 to 34 years	138	5,597
35 to 44 years	142	5,415
45 to 54 years	134	6,118
55 to 64 years	126	5,029
65 years and over	34	1,353
Unknown	0	0
EDUCATION	LWIA VIII	VIRGINIA
8 th Grade or Less	16	308
Some High School	79	1,434
High School Graduate/GED	246	8,705
Some College/2 Year Degree	140	6,320
Bachelor's Degree	31	3,714

Some Graduate School	5	552
Post Graduate Degree	10	1,467
Unknown	88	2,147

Education Attainment by Age

EDUCATION	18-24	25-34	35-44	45-64	65+	TOTALS
8 th Grade or Less	425	946	903	4,053	6,388	12,715
Some High School	2,347	2,548	2,573	7,476	5,413	20,357
High School Graduate/GED	6,592	6,578	8,324	20,194	11,769	53,457
Some College	8,387	4,562	5,107	10,417	5,482	33,955
Associate's Degree	1,052	1,707	1,965	3,951	1,235	9,910
Bachelor's Degree	912	2,337	2,275	4,993	2,638	13,155
Graduate/Professional Degree	38	815	1,296	3,286	1,900	7,335
Totals	19,753	19,493	22,443	54,370	34,825	150,884

Education Attainment by Gender

EDUCATION	MALE	FEMALE	TOTAL
8 th Grade or Less	7,631	5,084	12,715
Some High School	12,014	8,343	20,357
High School Graduate/GED	28,018	25,439	53,457
Some College	15,640	18,315	33,955
Associate's Degree	3,855	6,055	9,910
Bachelor's Degree	5,204	7,951	13,155
Graduate/Professional Degree	2,929	4,406	7,335
Totals	75,291	75,593	150,884

Education Attainment by Race/Ethnicity

RACE	Less than High School diploma	High School Grad, GED, or Alternative	Some College or Associate's Degree	Bachelor's Degree or higher	Total
White	14,467	28,897	22,882	15,148	81,394
	15,025	17,129	10,903	3,934	46,991
American Indian or Alaska Native	22	126	72	60	280
Asian	111	64	78	223	476
Native Hawaiian/ Pacific Islander	0	8	8	9	25
Other	498	363	119	70	1,050
Multiple Races	177	278	364	96	915
ETHNICITY					
Hispanic or Latino	914	706	277	242	2,139
TOTALS	31,214	47,571	34,703	19,782	133,270

Source of all data for Workforce Supply Section: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2016/Area 8 Community Profile

The following industries have the most employment in the region:

- Agriculture, Forestry, Fishing and Hunting (1,406)
- Construction (2,680)
- Manufacturing (5,275)
- Retail Trade (6,151)
- Transportation and Warehousing (2,363)
- Health Care and Social Assistance (8,135)
- Administrative and Support and Waste Management (2,370)
- Accommodation and Food Services (3,987)
- Government (Federal, State and Local – 13,975)

The number of new startup firms in the first quarter of 2016 was 76 compared to 85 in the 4th quarter of 2015 and 47 in the 1st quarter of 2013 and 63 in the 1st quarter of 2014.

In the 4th quarter of 2015, retail trade, health care and social assistance, and accommodation and food services had the most new hires. In the 1st quarter of 2016, the highest average weekly wage was in the following industries:

- Utilities at \$1,650
- Management of companies and enterprises at \$1,341
- Mining, quarrying, and oil and gas extraction at \$1,047
- Federal government at \$1,049.

Industry Employment is projected to grow by 11.81% by 2022 from 2012. The highest projected growth in number of individuals is in Educational Services and Health Care and Social Assistance with 8,940 and 11,030 respectively. However, in terms of % growth, the following industries have the highest percentage over the 10-year period:

- Construction at 22.95%
- Professional, Scientific, and Technical Services at 28.41%
- Administrative and Support and Waste Management at 19.73%
- Educational Services at 13.24%
- Health Care and Social Assistance at 29.23%
- Arts, Entertainment and Recreation at 17.92%
- Accommodation and Food Services at 11.81%

C. SWOT Analysis

Provide a descriptive analysis of workforce development activities including: education and training in the region; strengths and weaknesses of workforce development activities; capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

AREA 8 SWOT ANALYSIS

Data-based Challenges Meeting 1 – Nov 21, 2016	WF System Strengths (to meeting the challenge)	WF System Weaknesses (that create a barrier to addressing the challenge)	Opportunities (in addressing the challenge)	Threats (posed to the organization if the challenge is not addressed)
Aging population/constricting population that is unengaged	Experienced workforce More part time workers with good work ethic Less turnover	Lack of flexibility and innovation Technology challenged Cultural change – fun	Promote/market entry level jobs as career pathway entry	Fewer entry level jobs because aging workers work longer
Sustaining business engagement Re-engaging and sustaining employers into discussions/ employer investment into communities			Celebrate successes and work, positive environment Synergy with all businesses	No buy-in No changes as identified
Lack of transportation	Vested interest in expanding transportation	Inhibits regionalism Getting players to the table	Facilitating collaboration among transportation agencies to solve the problem	Access to healthcare Access to employment
Regionalization (different definitions of regions; working as a region)	So many resources available	Communication Changing mindset from geographic and issue silos	Better use of resources without duplication Alignment of regional organizations Creating contingency plans for funding and grants	Success of workforce development efforts
Changes in the nature of work/changes in the workplace/changes in how people work (e.g., no longer in the same job for 25 years, 7-8 jobs over a career)	Portrait of a graduate for K-12, soft skills, citizenship Use experience of younger workers who have more experience for more than one job Internships/DE	Trying to prepare the workforce for jobs that do not exist yet	Grow internships and apprenticeships Regional unified voice becomes more important in terms of funding and programs Expand use of OJT's	Lose mentorships during virtual work

Challenges	Strengths	Weaknesses	Opportunities	Threats
Engaging population in rural areas to want to work Breaking the cycle of poverty Helping jobseekers see the benefits of working/welfare vs job			Career coaches to help understand long-term benefits and facts To reduce entitlements	Employers remain short staffed Increased entitlements
Need more real time LMI data	Info is received locally through workforce development	Lack of business engagement	Website – improved web access	Die economically
Job seekers are basic skills deficient			Training Avert poverty	Poverty and continued unemployment
Cultural shifts – fundamental changes are needed in the secondary education system Providing workforce exposure in K-12 Secondary systems need to focus on providing credentials that employers want			“A day in the life of...” during career exploration/fairs	
Immediacy of employer needs/working at the speed of business			To have info shared early with all stakeholders	Stagnant system Fragmentation
How to develop soft skills/work ethic and other intangibles Engaging young children to teach soft skills and infuse a work mentality			Integrate K-12 skills at teacher/learner/ family level	Ongoing dilemma for employers
Providing structured and affordable child care that provides preparation for school. Accessible to working parents with varying job schedules			Economic development and entrepreneurship start-ups Training and education for business owners Services for families	Remain unattractive to employers Lack of literacy and readiness for education and training Turnover at business due to lack of childcare

Challenges	Strengths	Weaknesses	Opportunities	Threats
County vs regional vision	Each area is known well by local politicians and stakeholders Pride		To find data support regarding commuters and distances To educate official boards against boundaries and benefits of thinking regionally	Transportation Lack of willingness between officials
Various agency goals and funding may not be the same creating dysfunction when trying to align services and outcomes	Knowledge within each program More opportunities to serve employers Several initiatives currently in motion Variety of services to a diverse population	Spread thin Confusing for employers and clients	Collaborate to apply for funding opportunities Pooling resources for greater impact	Fear of losing autonomy and job
Lack of effective collaboration among all agencies.	Many services and diverse partners Knowledge	Lack of local control over money/funding Lack of WD funding/ Education is not priority Disconnect within/ among agencies Change in admin.	To bring more partners to the table for a common goal To develop a pilot to see how we can make it work	Continued silos and ineffectiveness Extinction of some agencies Decision makers don't know what goes on or what is needed at the working level
Availability of grants and funding to sustain services and add new services Ongoing and sustainable funding for training of incumbent workers and jobseekers	Proven successes show a need for the available grants Employers investing in using and identifying training	Short term funding Decreased funding amounts Competitive grants and inflexibility to be able to leverage Identifying people to use grants/funding	Leveraging grants to best suit business and clients Educate clients and businesses on services and benefits	No programs or resources No services for business or clients Being further behind the more affluent areas of the state in programs/services

Challenges	Strengths	Weaknesses	Opportunities	Threats
Aligning outcomes while reducing duplication, redundancy of employer outreach	Some structures currently in place – (e.g. business services teams) Number of programs and services available	Understanding services and educating clients Size of geographic area Individualized goals	Identify gaps Develop common goals Alignment of performance measures Authority to do the things above	Inefficiency Waste of resources
Developing career pathways and teaching transferable skills across occupations within a pathway	Know what's needed Have a thorough understanding and know why it is needed Some data available	Data is not current Satisfaction and complacency because individuals are not aware of the world around them	Integrate information into service delivery across the spectrum Early exposure and applied learning	System failure No growth in communities Fewer work ready clients
Turfism among various stakeholders (e.g., elected officials, community, etc.).	Have identified who they are and identify their value	Own agendas and outcomes Lack of formal pathways to communicate Differences in funding models	To develop communication and outreach network formation Collaborative marketing Multiple options of funding streams	Decline/regressing/ status quo Alienation and increasing divide Clients and employers suffer

D. Vision and Goals

Provide a description of the Local SCWDB's strategic vision to support regional economic growth and economic self-sufficiency, including goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment); goals relating to the performance accountability measures based on performance indicators describes in § 677.155(a)(1)

The South Central Workforce Development Board (SCWDB) serves as a strategic leader and convener of employers, education providers, economic development directors and other stakeholders to drive innovation and alignment of required One Stop partner investments at the regional and local level. The SCWDB, cognizant of the powerful role ascribed to them in the law, operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the local area. The SCWDB leads in the development of

strong, vibrant and robust systems that will ensure that the right talent is developed at the right time to meet the pipeline needs of the region. The SCWDB uses data in new and more effective ways to drive strategic planning and operational efficiency to ensure that decisions for workforce investment, education and economic development are accurate assessments of regional labor markets.

VISION: Workforce services are connected for businesses and jobseekers and tailored to meet the needs of the regional economy.

MISSION: To provide quality workforce development activities resulting in a skilled workforce that exceeds the needs of today's employers and tomorrow's job challenges.

ROLE: The South Central Workforce Development Board will play several roles in furtherance of its mission and vision:

- We seek to **catalyze change** in the community to build effective partnerships.
- We will **act as a convener** of stakeholders and elected leaders across political boundaries.
- We will **strategically invest** in program innovation.

VALUE PROPOSITION: We provide customized workforce resources through a one stop approach.

CUSTOMERS: Our primary external customers are business and jobseekers (emerging, transitional and incumbent). Our primary internal customer is our staff.

STRATEGIC PRIORITIES thru June 2020

- To create a system that is recognized and known for quality to a majority of businesses and jobseekers in the region.
- To engage businesses in partnerships to accomplish our goals.

- To simplify the workforce development service delivery system.
- To lead alignment efforts among workforce development, secondary and post-secondary education, and economic development entities across the region.

STRATEGIC GOALS and KEY OBJECTIVES

The following goals and objectives support the South Central SCWDB in accomplishing the priorities set for the next three years.

Goal 1: Build awareness of workforce opportunities and supports across the region

Key Strategies

- 1.1 Establish methods to help individuals who wish to participate to overcome barriers such as low income, transportation, and child care.
- 1.2 Provide information and education to all school system employees about what business needs and the opportunities for students to learn about the world of work and learn skills.
- 1.3 Identify and promote externships for CTE teachers to experience workplaces.
- 1.4 Work with the school systems to expand current workforce related initiatives, such as dual enrollment to help students gain work related skills and industry certifications.
- 1.5 Develop a common social marketing/branding campaign that reaches all areas of the region.
- 1.6 Conduct outreach to ensure all pockets of the community are informed.

Goal 2: Sustain, improve and grow methods to engage existing and new businesses in the workforce development system

Key Strategies

- 2.1 Actively work with economic development directors to attract and sustain new businesses in the region.

- 2.2 Provide businesses a collective forum through which to make their voices heard by elected officials about issues of importance to them.
- 2.3 Expand awareness among employers of the approved training providers and empower employers to choose among the approved providers when utilizing training dollars for employees.
- 2.4 Maximize the use of the Business Services Teams by ensuring that all partners participate.
- 2.5 Expand capacity to engage employers in providing work-based learning opportunities for youth and adults.
- 2.6 Ensure responsiveness to employer need through quick turnaround to requests and providing qualified applicants through Business Services Teams.
- 2.7 Research best practices for business engagement and implement those that are applicable.

Goal 3: Lead stakeholders in the design and implementation of a regional workforce development system that is coordinated and aligned to ensure ease of access for customers that result in employment and economic growth.

Key Strategies

- 3.1 Develop and implement entrepreneurship programs that combine trades-related training with ‘how to start a business’ classes.
- 3.2 Map out current funding for workforce development among the agencies to ensure maximization of resources/leveraging.
- 3.3 Map out current industries/occupations that exist across the workforce area (e.g. timber, truck driver) and promote them and train for them.
- 3.4 Establish common goals and metrics among the one stop partner programs.

- 3.5 Create a ‘one system’ streamlined approach for employers and job seekers to access services to achieve a customer-centered delivery system.

Goal 4: Facilitate collaboration across political boundaries within the workforce region to establish a common vision for workforce development and to work together to target resources.

Key Strategies

- 4.1 Promote equitable distribution across the region when locating businesses.
- 4.2 Actively participate in regional initiatives (e.g., transportation, infrastructure, etc.) that are related to workforce development.
- 4.3 Facilitate a forum for regular conversations between regional partners and the CLEO Consortium to provide updates on activities, successes and to discuss challenges in the region.
- 4.4 Establish relationships with committees with oversight for workforce related issues and funding in the General Assembly.

OPERATING PRINCIPLES

The following principles define the way the organization operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- Collaborate to build strategic alliances around our goals, strategies and tasks in which we are engaged.
- Align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission.

- Continuously ensure our strategies meet changing needs and expectations of customers and the marketplace.
- Deliver service excellence through our products, processes and services.
- Develop strategies embedded in research and best practices information to become a knowledge-rich learning organization.
- Constantly assess the outcomes and appropriateness of programs and delivery systems for which we hold ourselves accountable.
- Continuously strengthen organizational effectiveness and build capacity.

MEASURING RESULTS:

In addition to the **common measures** supported by the plan, we hope to achieve the following:

- Sustained customer satisfaction from both of our primary customers, businesses and jobseekers.
- Increased knowledge about each partner's services.
- Acknowledgement by economic development entities that the South Central Workforce Development Board is vital to economic planning for the region.
- Improved integration of workforce services across all partners.
- Increased awareness of the services the workforce system provides to our regional businesses.
- Increased engagement from the region's elected officials.

The SCWDB will measure strategy progress and outcomes by the following metrics:

- Increase and sustain customer satisfaction (measured for both job seekers and employers).
- Increase the number of employers using services for the first time through the Centers.

- Increase the number of repeat business customers.
- Develop a more positive view of the SCWDB in terms of the benefit of workforce services to the region's businesses.
- Increased co-enrollment of jobseeker customers between partner agencies.
- Increase media requests to provide expertise regarding workforce services.

E. Strategy & Partnerships

Provide a description, taking into account the analyses described above, of a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above.

The SCWDB is committed to developing and enhancing a workforce system across core and additional partners that keeps the customer (business and jobseeker) at the center of service delivery. The SCWDB will lead the system in creating alignment of services and resources to minimize bureaucracy and redundancy, create multiple avenues and access points, and thus enhance the economic and social impact of the system for Area 8.

As the regional convener of workforce development, the SCWDB has many roles, including developing systems, processes and methods that facilitate alignment among all organizations that deliver workforce services in the area, not just those funded through WIOA. Through procurement of WIOA services (adult, dislocated, and youth), an operational structure is designed to align workforce service delivery within the area to include the core partners as well as the non-mandated partners. The contractors, in addition to the core and additional partners, are an integral part of the workforce system and strategies are coordinated to increase capacity for all partners and to improve effectiveness in partnering with businesses, government and public-sector agencies, non-profit and community-based organizations, education systems

and labor organizations. As part of this greater system, a higher level of communication occurs across programs, which results in better service to customers.

In order to continue to align resources and integrate services to achieve the strategic vision and goals of the SCWDB, the following strategies will be included in the next MOU:

- Collectively promote the further integration of programs through joint planning and implementation through Management Team and Business Services Teams.
- Align planning and budgeting processes to the vision and goals of the workforce system.
- Jointly identify and support industry skill requirements to drive common outcomes for all customers and partners.
- Coordinate resources and programs to promote a more integrated and efficient workforce system.
- Promote information sharing and coordination of services to improve performance of local partners.
- Identify and actively address barriers to coordination, such as common release of information processes subject to confidentiality.
- Promote the development of common data systems to track program and measure performance for both jobseekers and business.
- Commit to exemplary customer service as evidenced by performance data.

The focus of the workforce area is to work together to carry out the required workforce programs in a coordinated and integrated manner that focuses on enhancing access for all customers across all programs and strengthening the engagement of all partners. The SCWDB is working to increase efforts to provide outreach, develop marketing collateral, and an increased digital presence. From an operational standpoint, the partners will increase alignment of services

around customer flow, avoid duplication of services, engage in strategic policy development, share data across systems and coordinate and leverage resources.

The SCWDB, through the One Stop Operator and other grants, is working to facilitate co-enrollment between youth and adult programs for older youth and across core programs when appropriate. To implement recognized post-secondary credentials across program, the SCWDB will work with partners to ensure alignment with career pathways and those credentials that are desired and endorsed by employers. Strategies include using the Eligible Training Provider list that has been vetted by the SCWDB, selecting training providers that meet employer requirements for skill attainment, certification or degrees, and providing career planning through the Workforce Centers. Career planning includes knowledge of post-secondary education options and opportunities for stackable credentials and certifications. Trained case managers who provide a clear pathway for customers using customer interests, labor market information regarding demand occupations, access to post-secondary credit and non-credit training programs that result in industry-recognized credentials, and contacts with the industry to make the appropriate referrals for employment (across programs and partners) are essential in achieving the strategic vision and goals.

The employers are not only one of the primary customers but are also a partner in economic growth and talent development strategies. In order to carry out the vision and goals, providing businesses with solutions to their workforce needs is a strategy to better engage and formalize relationships. The formation of three Business Service Teams that will provide a single point of contact for businesses across all workforce partners is a key strategy. The SCWDB has developed protocols for how to interact with the business customer to provide consistency across

partners, common message around services offered through the system and collection of business customer satisfaction data.

F. Additional Strategic Elements

Additionally, the local plan must address the following elements per the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(F) which states that each workforce development board shall develop and execute a strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address the following: a regional vision for workforce development; protocols for planning workforce strategies that anticipate industry needs; the needs of incumbent and underemployed workers in the region; the development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships; the setting of standards and metrics for operational delivery; alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system; the generation of new sources of funding to support workforce development in the region.

Adherence to this guidance will also satisfy the Local SCWDB's responsibility to prepare a demand plan for the initial year of the local area plan as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E) which states: Each local workforce development board shall develop and submit to the Governor and the Board an annual workforce demand plan for its workforce development board area based on a survey of local and regional businesses that reflects the local employers' needs and requirements and the availability of trained workers to meet those needs and requirements..

The regional vision for workforce development in Area 8 is as follows: Workforce services are connected for businesses and jobseekers and tailored to meet the needs of the regional economy. The role of the SCWDB in furtherance of the vision is to catalyze change in the community to build effective partnerships, act as a convener of stakeholders and elected leaders across political boundaries, and strategically invest in program innovation.

Through the development of an Action Plan to facilitate the strategic plan, the Strategic Planning Committee of the SCWDB will develop the protocol for planning new and innovative workforce strategies to anticipate industry need. Strategies under consideration include development of industry-led sector alliances, expanding existing demand-driven career

pathways, expanding the description of the role of the single point of contact, and developing common metrics. There are three strategies that for implementation of protocols for planning workforce strategies that anticipate industry needs:

- Close the Skills Gap--The gap between the knowledge and skills employers want and those the workers actually have is significant and continues to grow as the number of prepared workers fails to keep up with market demand. Filling the basic skills gap in reading and math skills must be achieved first.
- Providing Real-time, Skill-based Labor Market Data--Real-time labor market information/data benefits all stakeholders in the system. In an area like ours, where the numbers in certain cohorts are low, there is no available data. We have to rely on state data which is not sufficient.
- Improving the Jobseeker to Employer Match--The needs of employers are disconnected from the qualifications and skills of jobseekers.

It is important to recognize that planning workforce strategies is a continual process to ensure the right people with the right skills and capabilities necessary for the work requirements are available in the right numbers. At the same time, the SCWDB must meet legislative, regulatory, service and performance requirements and organizational goals and objectives.

The needs of incumbent and underemployed workers are addressed by working in partnership with DARS, local training providers and business to align career pathways with those occupations in demand. Strategic investments of funds and opportunities for training in higher skilled jobs and providing opportunities such as on the job training and incumbent worker training to position employees for better paying jobs will better meet the needs of the underemployed.

The SCWDB partners with the Department of Labor and Industry (DOLI) and Southside Virginia Community College through the American Apprenticeship Grant, to develop pre-apprenticeships and apprenticeships. On-the-job training contracts are in great demand in the area as well and are used extensively to meet business needs. Adults and youth jobseekers are provided the opportunity for these services, and support services are provided to enable them to be successful. Job retention is also part of the initiative of on the job training and apprenticeships, since many of the employees may be new to the industry or to the world of work.

In addition the common measures, the strategic plan sets the following standards and metrics for its operational delivery:

- Increase and sustain customer satisfaction (measured for both jobseekers and employers).
 - Indicator: Action Plan will indicate the % of customers surveyed that rate the services they received as having met or exceeded their expectation for ease of use and quality of services received.
 - Collection Method: Formal annual survey to both customer groups.
- Increase the number of employers using the services for the first time through the Centers.
 - Indicator: Action Plan will indicate the % of employers who report that they are first time users of the workforce centers.
 - Collection Method: A tracking system is created and record/report increase against established baseline.
- Increase the number of repeat business customers.

- Indicator: Action Plan will indicate % of employers using workforce services have used a specified list of services at least once before within a 12-month period.
- Collection Method: A tracking system of businesses using business services is created and record.
- Increase in referrals by economic development entities to SCWDB business services that demonstrate to the region's businesses the benefits of the services.
 - Indicator: Action Plan will indicate the number of businesses served that have been referred by economic developers.
 - Collection Method: A tracking system is created and data recorded.
- Increase co-enrollment of jobseeker customers among partner agencies.
 - Indicator: Action Plan will indicate the number of customers enrolled in 2 or more partner programs that increase by X%.
 - Collection Method: A tracking system is created and data recorded; report increase against established baseline.
- Increase media requests to provide expertise regarding workforce services.
 - Indicator: Action Plan will indicate that the SCWDB has been in the media X times over a 12-month period.
 - Collection Method: A tracking system is created and data recorded.

Monetary and in-kind contributions that support the workforce development system are used to provide services and operational support to the system and align with business and industry needs. The SCWDB may explore the possibility of forming a non-profit organization to allow for additional grant opportunities and donations.

2.

LOCAL WORKFORCE DEVELOPMENT SYSTEM ELEMENTS

A. Programs/Partners Overview

Provide a description of the workforce development system in the local area that identifies the programs that are included in the system; how the Local SCWDB will support the strategy identified in the State Plan under § 676.105; how the Local SCWDB will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment; how the Local SCWDB will collaborate with the community colleges; how the Local SCWDB coordinates and interacts with Chief Local Elected Officials (CLEO); how the Local SCWDB meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title programs; how the Local SCWDB conducts business in accordance with the Sunshine Provisions of WIOA; staffing plans for the Local SCWDB.

The SCWDB values strong partnerships and the resulting coordination of services and resource sharing. Specific roles and resource contributions will be detailed in the MOU. Partner staff continues to have regularly scheduled Management Team meetings to discuss options for additional resource sharing opportunities that support stronger integrated service delivery for our customers--the jobseekers and the businesses. The programs included in the system are as follows:

- WIOA Adult, Dislocated Worker and Youth
- Adult Education and Literacy
- Carl Perkins Post-Secondary Career and Technical Education
- Wagner-Peyser
- Unemployment
- TRADE
- Jobs for Veterans State Grant Programs
- Vocational Rehabilitation Programs

- Title V Older Worker Program
- TANF and VIEW

The SCWDB supports the state policy related to Quality Standards for programs operating in the Workforce Centers. The balanced scorecard approach of monitoring customer relations, operations, professional development, and resource management are emphasized to all contractor and partners. Reports are reviewed by the SCWDB quarterly documenting the quality standards and reviewed by SCWDB staff monthly. In providing high quality customer satisfaction, the SCWDB advances concepts that are in support of the state plan such as “no wrong door,” collaborative service delivery with a programmatic continuum, affirmative referrals and total customer satisfaction. In oversight of operations, the SCWDB supports the state plan in oversight of the processes for intake, assessment, and screening; job placement, training, and skills development; and employer outreach and business services. In support of professional development, opportunities provided by all partners are shared and other grant funding is used to help offset costs of staff development. The SCWDB reinforces the commitment to co-location and resource sharing to support resource management. The SCWDB forwards the partner report card to the Virginia Board of Workforce Development each quarter and the SCWDB reviews it at the Policy/Oversight Committee level.

The SCWDB works with the entities carrying out the core programs and other workforce development programs, including Carl Perkins Career and Technical Education and the community college to carry out the local and state strategic vision and goals through alignment of resources and integration of services. The following strategies will be used:

- Collectively promote the further integration of programs through additional joint planning.

- Align planning and budgeting processes to the vision and goals of the state and local workforce system plans.
- Jointly identify and support workforce skill standards/competencies and industry performance measures to drive common outcomes.
- Coordinate resources and programs to promote a more streamlined and efficient system.
- Promote information sharing and coordination of activities to improve the performance of local partners.
- Use common release of information processes subject to confidentiality provisions.
- Use common intake and assessment process, when appropriate.
- Promote the development and implementation of a more unified system of measuring performance and accountability under WIOA.
- Promote the development of common data systems to track progress and measure performance for the jobseeker customers and the business customers.
- Commit to high standards of customer service using data to continuously improve the system.

Collaboration with the local community college, Southside Virginia Community College, is integrated into the day to day operations of the Workforce Centers. SVCC is the lead agency as the One Stop Operator and is the WIOA Youth Contractor. They also provide all of the adult education and literacy programs in Area 8. The Vice-President of Workforce hires the Workforce Center Manager and the WIOA Coordinator for Adult and Youth programs. He is also a member of Management Team and coordinates the One Stop Operator partner meetings. New program information is shared as it is received by either the SCWDB or SVCC and plans are made on how to collaborate and provide access to those in need of the programs.

The SCWDB collaborates and interacts with the Chief Local Elected Officials (CLEO) as described in the CLEO/SCWDB Agreement (which can be found at this link:

<http://southernvajobs.com/PDF/CLEO-SCWDB-Agreement-WIOA-Revised-10.28.16.pdf>).

Moreover, the SCWDB Chairman and Vice-Chairman attend all quarterly CLEO meetings with the Executive Director of the SCWDB to update the CLEOs on action taken by the SCWDB and to answer questions. Quarterly expenditure reports and program reports are reviewed by the CLEOs. At least one elected official serves on the SCWDB and on the Policy/Oversight Committee of the SCWDB.

The monitoring, oversight, and corrective action of WIOA Title I programs is performed by SCWDB staff monthly and reviewed quarterly by the Policy/Oversight Committee of the SCWDB. The Compliance Officer visits each Workforce Center quarterly and monitors files of each case manager quarterly. Each youth case manager is monitored quarterly as well. At least 10%-15% of the files are monitored each quarter. The tool used is the same tool used by the state monitors to ensure consistency in monitoring. A report of any standard not met is recorded and a corrective action is required within two weeks. The monitoring reports are reviewed by SCWDB staff, WIOA Coordinator and the case manager as are the corrective action plans. The Compliance Officer monitors each corrective action plan until all items have been corrected.

Annually, the Compliance Officer and the Fiscal Officer monitor each contractor for fiscal accountability as well as receive a copy of the annual audit performed per OMB. A summary of all programmatic issues are provided in the annual report along with the fiscal monitoring and a copy of the review and the corrective action is given to the Policy/Oversight Committee and the Executive Committee for their review. Monthly desk audits are performed on all expenditure requests by the Fiscal Officer. Requests that do not meet the policy, such as

documentation requirements, original signature, etc., are returned for correction before processing for payment.

Each quarter the Policy/Oversight Committee and CLEOs review all program/grant reports for performance as well as the state quarterly WIOA common measures performance. The Executive Committee reviews all expenditures against the budgets monthly. Any corrective action is referred to the contractor for correction and monitored by the Executive Director until completed. The Executive Committee of the SCWDB also hears all waiver requests as needed according to local policy.

The Sunshine Provisions are outlined in the CLEO/SCWDB Agreement and the SCWDB conducts business in accordance with those provisions:

- The SCWDB and CLEO shall share information regarding its meetings and activities with the public subject to the provisions of the Virginia Freedom of Information Act.
- The SCWDB and CLEO shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the SCWDB and CLEO, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of the one stop operator(s) consistent with the State plan, and the award of grants or contracts to eligible providers of youth activities, and minutes of formal meetings of the SCWDB and CLEO.
- The SCWDB, CLEO, and any subcommittee authorized to take official action on behalf of the SCWDB or CLEO must do the following:
 - Take official action and engage in deliberations only at meetings open to the public. “Official action” includes making recommendations, establishing policy, making decisions, and/or voting on matters of

SCWDB or CLEO business. “Deliberations” are discussions necessary in order to reach decisions at SCWDB or CLEO meetings.

- Ensure that all meetings are held in an accessible location for individuals with disabilities and that all information is provided in accessible and alternate formats.
- Give public notice of meetings in accordance with applicable state code provision, including public notice in advance of any special meeting or rescheduled regular meeting. No public notice need be given of an emergency meeting called to deal with a real or potential emergency involving a clear and present danger to life or property.
- Ensure that the votes of SCWDB and CLEO members be publicly cast and, in the case of roll call votes, recorded.
- Keep written minutes of all public meetings, including date, time and place of the meeting, members present, the substance of all official actions, a record of the roll call votes, and the names of any citizens who appeared and gave testimony.
- The SCWDB, CLEO and any subcommittee authorized to take official action on behalf of the SCWDB or CLEO must do the following:
 - Closed executive sessions may be used according to the provision of the Virginia Freedom of Information Act. Such sessions may be held during or after an open meeting, or may be announced for a future time. If closed session is not announced for a specific time, the SCWDB and CLEO members must be notified 24 hours in advance of the date, time, location and purpose of the session. The reason for holding an executive session

must be announced at the open meeting either immediately prior or subsequent to the executive session.

- Official action on any matter discussed at an executive session must be taken in an open meeting.

Currently, the SCWDB has three full-time staff positions funded through WIOA: Executive Director, Fiscal Officer and Compliance Officer. One full time Literacy Coach is funded through the Virginia Financial Success Network as well as a part-time Administrative Assistant. There are no plans to hire additional staff at this time.

B. Collaborative Strategies

Provide a description of how the Local SCWDB will work with entities carrying out core programs to: expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The South Central workforce development system includes diversity in program offerings designed to serve all employers and residents. The focus to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment, across all programs is to strengthen the engagement and relationships of all key partners. Services will be better aligned around customer flow, strategic policy development, strategic procedures that prevent duplication of services, shared data, and coordination and leveraging of resources. The SCWDB will work with the Management Team to develop strategies that will expand access to co-enrollment across core programs when appropriate. Local WIOA policies exist that promote co-enrollment of eligible older youth and adults. The SCWDB will continue to partner with DARS and other agencies in grants that

expand access to services for individuals with disabilities, such as the Career Pathways for Individuals with Disabilities (CPID). Training is planned in the next few months for all core staff in Career Pathways Mapping System Alignment through the CPID Grant.

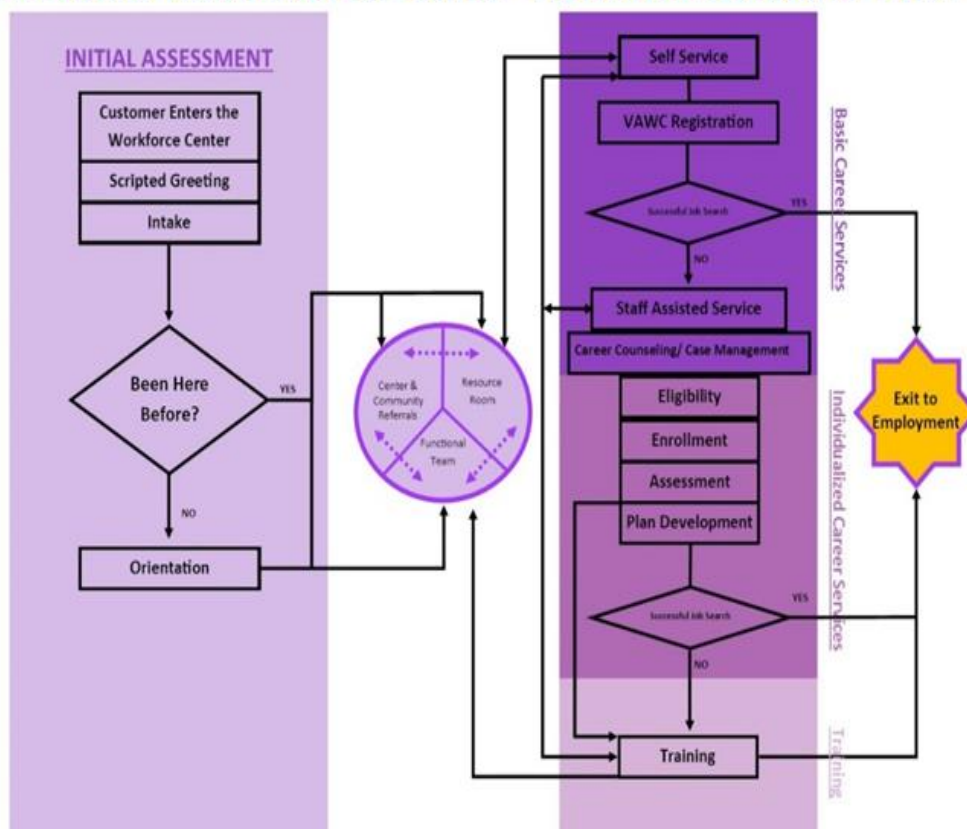
The SCWDB will work with Southside Virginia Community College, which provides Adult Education and is a key training provider in the area, to enhance the understanding and utilization of career pathways. Career pathways will be identified that target the high demand occupations with the area's key industries. The SCWDB will work with its partners to implement recognized post-secondary credentials across programs that are desired and endorsed by employers and aligned to career pathway. The Employment Enhancement Committee will ensure that training providers who apply to be part of the Eligible Training Provider List show a connection to a local employer need and part of a career pathway that is in demand.

In order to improve access to activities leading to a post-secondary credential, every jobseeker will have access to obtain, when appropriate, a GED, basic skills development, English as a second language training, a National Career Readiness Certificate or Career Readiness Certificate, counseling regarding labor market information to include occupations in demand, outcomes of training providers, wages of different occupations and types of credentials and certificates and how stacking the credential affects income and a better quality of life, financial aid availability, contacts and "how-to" advice for those first generation community college students. The core programs will also provide referrals to other agencies to provide supports to assist the customer while in training such as food banks, clothes closets, social services, and others as appropriate. The use of Integrated Resource Teams to plan for coordination and integration of services for those customers co-enrolled in more than one program will improve

access and increase the likelihood of success for the customer in obtaining a post-secondary credential or license.

The common intake form also improves access to programs. When a partner agency meets with a customer, if they discover a need or an opportunity to refer a customer to another agency for access to a different program, it can be done in a seamless manner using the dashboard. The visit by the customer becomes a true “one stop” experience for the customer. (See Customer Flow Chart below)

South Boston VA Workforce Center - Individual Customer Flow



Improving access to employment, training, education and supportive services is improved by the relationships and knowledge of the business customer. Improving access to post-secondary training or education that will lead to employment is tied to serving businesses and knowing what company is hiring and what the company needs in terms of skills and knowledge so a match can be made.

C. Business Services

Provide a description of how the plan shall specify the policies and protocols to be followed by all the regions workforce development entities when engaging region's employers; address how the region's workforce entities will involve employers in the formation of new workforce development initiatives; identify what activities will be undertaken to address employer's specific workforce needs.

Provide a description of the strategies and services that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations; to support local workforce development system that meets the needs of businesses in the local area; to better coordinate workforce development programs and economic development; to strengthen linkages between the one stop delivery system and unemployment insurance programs that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathway initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

The South Central Workforce Development Board (SCWDB) outlined the policies and protocols for engaging employers by developing a Memorandum of Understanding (MOU) for Business Services. All partner members of the South Boston Workforce Center are required to sign and adhere to the policies and protocol defined therein. The document outlines the vision and mission of the SCWDB, roles and responsibilities of the partners in providing business services in a collaborative manner including single point of contact and timelines for responding to business needs.

The development of two additional Business Services/Solutions Teams (BST) has provided coverage for the ten counties that this area serves. Each partner agency that serves on these teams must also sign and adhere to a Partner Agreement that reinforces and defines the same policies and protocol for this region as defined in the MOU, but is a less formal agreement with affiliate site centers.

The entities serving on the BSTs in the region continue to involve employers in the development of new workforce initiatives by engaging them to meet their needs. On-site visits to employers that identify needs is one strategy used to engage employers. Additionally, employers are invited to speak at BST meetings to make the Team aware of the employer needs. Economic development staff is part of the BSTs and staff members communicate existing and potential prospect needs to the team. By being proactive and responsive to the business communities we serve, we can ensure that our region has a well-trained and skilled workforce and that all employers have the tools and manpower they need to be successful. Our region will continue to engage not only as many employers as possible, but also provide outreach through other means such as chambers of commerce, economic development organizations, industry associations, and community events. In order to assist in this endeavor, we have recently designated a Business Services Coordinator to serve our regional workforce area.

Our region embraces stackable credentials in high demand occupations in career pathways. The SCWDB is working with employers and Southside Virginia Community College and other training vendors to encourage the use of industry-recognized credentials versus traditional for-credit training. Discussions regarding new workforce initiatives take place during SCWDB meetings, CLEO meetings, CTE Advisory Committee meetings, BSTs, Chambers, and other employer-led initiatives such as the Industry Roundtable and Business After Hours event.

The South Central Workforce region utilizes an integrated approach to identify specific workforce needs of its employers. Through an integrated form of outreach, the BST members share the needs identified from visits/contacts with employers to the Point of Contact (POC). The POC facilitates the delivery of the appropriate service with the partner that can provide the services. The POC also provides the follow-up and oversight to ensure the service is provided in a timely manner to the employer. The three Business Services/Solutions Teams that serve our region host monthly meetings to discuss the outreach efforts, services rendered, and de-brief on any improvements that could have been made to ensure continuous quality improvement. The services are documented by each partner on a shared drive in Googlesheets in order to prevent duplication of services.

Employer engagement occurs on many levels in our region as demonstrated by the following:

- Large and small businesses are invited to attend and often speak at our business service/solutions team meetings.
- Strong efforts to serve four in-demand industries Healthcare, Information Technology, Trades/Construction, and Logistics through Business Services.
- The regional Coordinator of Statewide Rapid Response Activities partners with the BSTs to provide LMI, quarterly business seminars, and additional funding when needed for layoff prevention.

The Business Service/Solution Teams that serve our region strive to support the needs of our local workforce development system through an integrated approach. The services they provide our local businesses to help them succeed are numerous, such as recruiting, candidate assessment, job-matching, training, and placement services. Partners come together to offer these

services in a seamless manner, which is coordinated by the POC. Emphasis is on meeting the business need at the speed of business with a maximum 24-hour response time to a request.

In order to coordinate our regional workforce and economic development programs our region has worked to help areas become Certified Work Ready Communities in order to make them more business friendly for economic development. We maintain open communication channels with our CLEOs to stay apprised of current employer needs and future prospects and expansions. We are also working to address the issues our region is experiencing with the transition of an aging workforce to millennials by partnering with educational institutions that offer workshops, trainings and staff development to businesses.

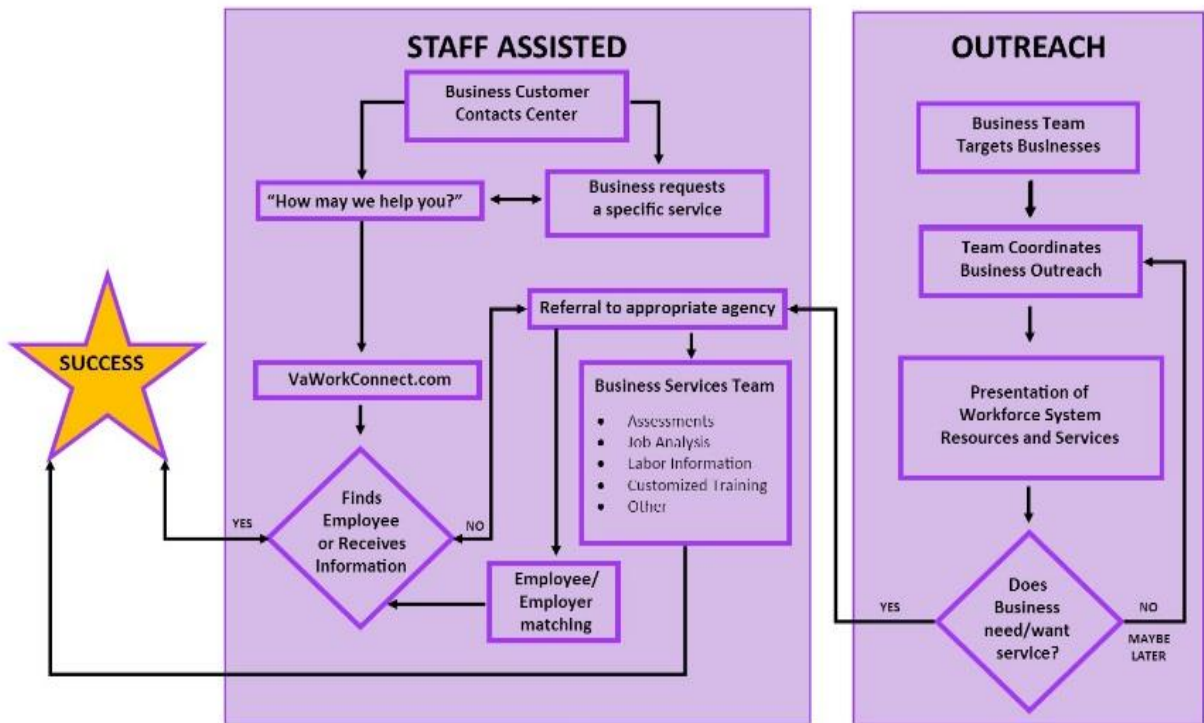
In order to strengthen the linkages between the one stop delivery system and unemployment insurance programs, the following strategies are used:

- WIOA adult case managers attend each Reemployment Services and Eligibility Assessment (RESEA) session that is hosted in the Workforce Centers.
- RESEA and WIOA staff jointly conduct assessments for participants to determine eligibility and to identify what other services they may need.
- Workforce Center staff provides assistance to RESEA customers to ensure that they enroll in VAWC.
- Staff assists them with entering their resumes into VaWC.
- Staff works with the unemployed claimants to demonstrate the Job Search feature in VaWC and assists them with connecting to job placement services.
- Workforce Center staff continues to innovate new ways to connect one stop customers with industry/sector strategies and career pathways that meet the needs of laid-off workers and employers in our region.

- Grant funded programs allow for opportunities to meet the needs of customers beyond the WIOA required core partners such as VFSN and CPID.
- BSTs develop on-the-job training opportunities from job orders to provide an opportunity to explain the programs to employers who have never used the “system”.
- Employers who have used on-the-job training and incumbent worker training successfully are “spokes-persons” on the business services websites, at chamber events and other business-led meetings.

The following is a flowchart showing the adopted protocol for business customers in our Workforce Centers:

South Boston VA Workforce Center - Business Customer Flow



D. Economic Development Collaboration

Provide a description of how the Local SCWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local SCWDB will promote entrepreneurial skills training and microenterprise services.

The SCWDB recognizes the importance of a partnership between workforce and economic development. Workforce, economic development entities, and education leaders provide a collaborative approach that creates an environment where significant job creation can occur by placing greater emphasis on coordinating instead of duplicating efforts. The role of the

SCWDB as regional convener serves as a means for future economic success and long term growth in the region. Examples of collaborative efforts are described below.

The SCWDB will coordinate local workforce investment activities with the Dan River Region Collaborative, Virginia's Growth Alliance, and Southern Virginia Regional Alliance. The Dan River Region Collaborative (DRRC) was founded in 2008, in partnership with the National Fund for Workforce Solutions, to address workforce development in the Dan River Region of Virginia. Utilizing a sector strategy approach, the Collaborative promotes regional partnerships of employers, educators, workforce developers and other stakeholders to address the skills needs of regional employers. Within the industry partnerships, DRRC's efforts focus on capacity building, systems change and policy advocacy. DRRC is leading a grassroots effort to position Southern Virginia as the first region in the nation to participate in ACT's Certified Work Ready Community initiative as a regional economic development activity. The Collaborative utilizes a sector strategy approach as the primary means to support employers. Based on the assets currently in the region, the Collaborative has chosen to focus on three strategic sectors: Advanced Manufacturing, Healthcare, and Informational Technology. The Executive Director of the SCWDB serves on the Steering Committee of the Collaborative and assists in the implementation of activities such as on the job training, the Work Ready Community, community health worker training, LEED training, and other workforce initiatives that assist in economic development in Halifax County in Area 8.

The Virginia's Growth Alliance (VGA), a regional economic development marketing organization, serves the city of Emporia, as well as Amelia, Brunswick, Buckingham, Charlotte, Cumberland, Greenville, Lunenburg, Mecklenburg, Nottoway and Prince Edward counties. Coordination of local workforce investment activities are coordinated through the county

administrators, who also serve on the VGA Board. Efforts will be made to become part of the agenda of VGA meetings to report Board activities and work closely with the Marketing Committee of VGA to coordinate activities.

The Southern Virginia Regional Alliance (SVRA), a regional economic development organization, includes Halifax County and Local Workforce Development Area 17. The SCWDB plans to reach out to the SVRA to coordinate activities.

In order to promote entrepreneurial skills training and microenterprise services, the SCWDB partners with the Longwood Small Business Development Center (SBDC). Persons interested in starting a new business are referred to the Longwood SBDC through the Workforce Centers. Services offered include business plan development, loan packages, financial analysis, sales strategy, business education, training and marketing. The Workforce Centers provide referrals of jobseekers, on-the-job training, assessments, interview space and other human resource needs once the businesses are operational. Staff of the Longwood SBDC is part of the Business Service Teams and the services of the SBDC are marketed along with the other services of the Workforce Center core partners to better serve business.

The SCWDB receives periodic updates regarding GO Virginia from a member of the regional Steering Committee, which is a member of the SCWDB. GO Virginia was created to restore Virginia's position of economic leadership by creating state financial incentives, providing technical support and other assistance that will encourage collaboration on private sector growth and job creation by business, education and government in the region.

Due to the large geographic area of the region, the SCWDB has created three business service teams: South Boston (serves Halifax County); Lake Country Business Solution Team (serves Brunswick and Mecklenburg Counties); and Business Employer Service Team (serves

Amelia, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway, and Prince Edward Counties). Economic development directors, county administrators and core partners make up the team to collaborate with local business to address needs related to talent attraction, development, expansion and growth.

The SCWDB also works with several chambers of commerce and participates in various events to support business growth. The SCWDB will continue to strengthen these and other partnerships for mutual and future growth opportunities.

E. One Stop System

Provide a description of the one stop delivery system in the local area, including how the Local SCWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers; how the Local SCWDB will facilitate access to services provided through the one stop deliver system, including in remote areas, through the use of technology and other means; how entities within the one stop delivery system, including one stop operators and the one stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; the roles and resource contributions of the one stop partners; the services provided by each partner mandated by federal and state law, and other optional partners; the Virginia Workforce Center Operator for each site in the area; the physical locations of each comprehensive Virginia Workforce Network in the local area, and the co-location strategy for each center (current and planned); and if applicable, the locations of Virginia Workforce Network affiliated sites, partner sites or specialized centers.

Provide a description of professional staff development strategies to include process used to ensure that staff receives continuous training in workforce development practices; methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services; process to measure staff performance and delivery of high-quality customer service; and process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 10-01.

The One Stop delivery system in Area 8 is focused on meeting the needs of local businesses, workers and job seekers. In cooperation with the SCWDB, the One Stop Operator and all funded service providers must implement and report performance management practices

to ensure accountability and continuous improvement that meets the employment needs of the area. These practices evaluate program effectiveness and performance outcomes to ensure that programmatic services deliver optimal results that meet the local need. The providers submit monthly reports on programming and the use of funds to the SCWDB staff and Executive Committee of the SCWDB and quarterly reports to SCWDB staff, Policy/Oversight Committee, SCWDB, and CLEOs. The reports include enrollment, retention, credential attainment, participant costs, training costs, literacy and numeracy gains, follow-up and financial details.

The One Stop Operator and provider network are responsible for meeting or exceeding the federal performance measures for each program, but also any local or state outcome goals and metrics that communicate a broader picture of performance for short-term and long-term accountability. Customer satisfaction surveys are also used to gauge the degree of satisfaction with program services and quality from businesses, jobseekers, and staff.

The Management Team of the comprehensive Workforce Center and the Operator review the performance and customer satisfaction survey results quarterly and make recommendations for improvement, changes, and continuous improvement. In addition, the SCWDB has on staff a Compliance Officer to perform local monitoring of fiscal and programmatic reports to include VaWC reports, case files, and customer satisfaction. The Compliance Officer reports are used by SCWDB staff and the SCWDB to determine overall effectiveness in meeting program goals and objectives, determine at what level of quality program activities are being implemented, and to identify strengths and weaknesses in program implementation and effectiveness.

The Employment Enhancement Committee of the SCWDB ensures the continuous improvement of eligible training providers through the system to ensure that training meets the needs of businesses, workers, and job seekers. All applications to be included on the state-wide

Eligible Training Provider List (ETPL) are reviewed by SCWDB staff and forwarded to the committee for review and recommendation of action to the SCWDB. The training provider/program applicant must present in person to the committee and answer questions regarding the application prior to action by the committee. Annual re-certification will begin in June 2017 and the training providers will be required to present the performance goals to the committee prior to action taken on recommendation of re-certification. Data from the Workforce Center staff will also be provided and will be taken into account to ensure that the providers are meeting the needs of business, workers and job seekers.

Access to services provided through the one stop delivery system, specifically in remote rural areas, is difficult since there are a great number of households without Internet access or very limited access. A variety of methods of outreach are utilized through strategic partnerships and job fairs. The Youth Committee is exploring the use of Facebook, YouTube and LinkedIn to facilitate access to services in addition to the existing websites. One stops will explore social media, Linked In, You Tube, virtual job fairs, and online learning. Strategic locations of the comprehensive center, affiliate, and informational workforce sites provide access to remote locations and there is at least one type of center in each of the ten jurisdictions in Area 8.

Transportation is also a huge barrier in accessing services in a large rural geographic area. Therefore it is even more important for jobseekers in rural areas to receive as many services as needed in one location and in an integrated manner when they do visit a Center. Services are integrated and provided by function, rather than by agency thereby resulting in a seamless array of services that better meet the needs of the jobseeker and/or business.

The One Stop Operator, as specified in the Request for Proposal for One Stop Operator and the resulting contract, is responsible to ensure that all facilities, technology, services, partner

services, and materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity Guidelines. The Center facilities have been assessed for compliance with ADA by staff from the Department for Aging and Rehabilitative Services (DARS) and all deficiencies have been corrected to date. It is important to note that accessibility is the responsibility of all workforce partners. DARS has agreed to provide technical assistance to the One Stop Operator as resources are available to ensure appropriate accommodation and access to the One stop delivery system for persons with disabilities. DARS supports workforce partners in their commitment to the non-discrimination provisions of WIOA section 188, which is a blueprint for providing better and more access to the workforce development system and to Workforce Centers.

The South Boston Center was state certified in January 2013 and part of the certification process was documentation of ADA accessibility. Through a partnership with DARS, the SCWDB was part of a Disability Employment Initiative Grant and currently the Career Pathways for Individuals with Disabilities, which funded universal access work stations, accessible furniture and equipment, software, and staff training to address needs of individuals with disabilities. The training of staff on disability etiquette, motivational interviewing, and use of assistive technology to meet the needs of individuals with disabilities is ongoing. Plans are underway to provide a refresher course at least annually when new staff is hired and periodically to update staff on new and innovative approaches and equipment.

The One Stop delivery system in Area 8 is anchored in the Workforce Centers and services are provided by various partners as well as WIOA funded contractors. The SCWDB focuses on implementation of an interconnected, integrated workforce development system that includes education and training providers, community-based organizations, government agencies

and businesses. The SCWDB's One Stop Operator and WIOA service provider for adult and dislocated worker services in Area 8 is a consortium of agencies that includes Southside Virginia Community College (lead agent, which hires the One Stop Manager and WIOA Coordinator), Charlotte County Department of Social Services (hires the WIOA adult and dislocated worker case managers), Department for Aging and Rehabilitative Services (DARS), and Tri-County Community Action Agency. The comprehensive Workforce Center is located in South Boston and the following agencies are co-located (roles described): Virginia Employment Commission (provides Title III services such as Wagner-Peyser, unemployment insurance assistance, Veterans Services, RESEA, TAA), Southside Virginia Community College (provides Title II Adult Education, post-secondary Carl Perkins, Apprenticeships, SNAP E & T, Workforce Services, WIOA Youth services, and hires One Stop Manager and WIOA Coordinator), STEPS, Inc. (provides Title V Older Worker program services), Charlotte County Department of Social Services (provides WIOA Title I adult and dislocated worker services and hires case managers), and Department for Aging and Rehabilitative Services (provides WIOA Title IV VR employment services to help individuals with disabilities prepare for, enter, engage in or retain employment). There are three affiliate sites at strategic locations to serve the remaining 9 counties with a full-time Title I staff to provide services.

The resource contributions of the one stop partners are vast and myriad. All partners share in the costs of the South Boston Workforce Center according to the approved cost allocation plan based on square footage, FTEs, and customer count. Fifty-percent of the One Stop Manager's salary/benefits are shared as well as all rent, utilities, communications, marketing, materials, equipment, and other Center costs. Charlotte County Department of Social Services provides space rent-free for the Charlotte Workforce Center as in-kind. Southside

Virginia Community College provides the computers and IT support for the resource rooms for all 4 workforce center sites and for the classroom at the comprehensive Center as in-kind. In addition, SVCC also provides as in-kind contributions the staff that installs computers, updates software, and replaces the computers. In the South Hill Center, SVCC provides the Internet, telephone equipment, and lines (VOIP) free of charge. VEC staff provides basic career services in the resource room for 20 hours per week. DARS provides the teleconferencing equipment for the Center and conference room space in the evaluation lab. Title V provides trainees to work at the front desk, answer telephones and assist in the resource room.

The South Boston Workforce Center is the state-certified comprehensive center in Area 8 and is located at 2506 Houghton Ave., South Boston. The SCWDB will discuss with Halifax County Department of Social Services how to either co-locate TANF/VIEW at the Center and/or provide the services.

The South Hill Workforce Center serves Brunswick and Mecklenburg counties and the SCWDB plans to develop a comprehensive center at this site: Lake Country Advanced Knowledge Center, 111 East Danville St., South Hill. Currently, a full-time staff person for WIOA adult and dislocated worker services, a part-time VEC staff, and adult education staff are providing services. Use of the Center is being tracked and data is provided to partners to increase staff as the need arises.

Affiliate sites are located at:

- Southside Virginia Community College, 200 Daniel Road, Keysville, to serve Amelia, Buckingham, Cumberland, Prince Edward, Lunenburg, and Nottoway counties.

- Charlotte County Department of Social Services, 400 Thomas Jefferson Ave.,
Charlotte Court House, VA 23923 to serve Charlotte County.

Partner sites are located at

- James L. Hammer Public Library, 16351 Dunn Road, Amelia Court House, VA.
23002.
- Southside Virginia Community College, 109 Campus Drive, Alberta, VA. 23821.
- Ellis Acres Memorial Park, 245 Camden Street, Dillwyn, VA. 23936.
- Cumberland Community Center, 1874 Anderson Highway, Cumberland, VA.
23040.
- Victoria Library, 1417 7th Street, Victoria, VA. 23974.
- Crewe Library, 400 Tyler Street, Crewe, VA. 23930.

The VEC, as well as other Center agencies, provides staffing in the resource rooms in South Hill and South Boston to assist jobseekers with job search, resume preparation, cover letter preparation, and effective methods to search for employment. VEC staff also work with individuals on a one-to-one basis if they have barriers to employment, need intensive job service assistance, have questions regarding unemployment, or need assistance with filing a claim for unemployment using Wagner Peyser Grant and the Jobs for Veterans State Grants to include Disabled Veteran Outreach Program or Local Veterans Employment Representatives (by appointment).

Priority of services in the Workforce Center is given to all veterans seeking services. VEC organizes workshops, which are held for all claimants, in proper methods of job search, basic computer skills, registration in VaWC, preparation of a resume, development of an individual career plan, presentations from partners regarding training, health care and community

resources, and information regarding unemployment benefits. Customers are followed until they are re-employed. All partners collaborate to provide the workshops. Moreover, the VEC Manager serves on the Business Services Teams in South Boston and South Hill to provide collaborative services to businesses.

In the interest of leveraging resources wherever possible to meet the needs of the business community and to help jobseekers reach their career goals, DARS encourages co-enrollment strategies between programs which share eligible participants. DARS encourages the use of Integrated Resource Teams as a strategy to support co-enrollment of job seekers who may need access to multiple service providers and resources to reach training and employment goals. Area 8 has expanded One Stop employment opportunities for SSA beneficiaries with disabilities by becoming an Employment Network to provide Ticket to Work Program services. DARS provided the funding for a WIOA staff person to become a Work Incentives Specialist Advocate who provides work incentives and benefits planning services for SSA beneficiaries throughout the area.

In addition, DARS and DBVI jointly received a RSA funded Career Pathways for Individuals with Disabilities (CPID) Grant in Area 8 that collaborates with Wilson Workforce Rehabilitation Center, VCCS, Adult Education, the National Disability Institute, other DOL grants such as WIOA and the Virginia Manufacturers Association to enhance employment opportunities for individuals with disabilities. Project goals include helping individuals with disabilities acquire marketable skills and credentials that enable them to secure competitive integrated employment in high-demand, high quality occupations; enhancing the capacity of existing career pathways programs to effectively serve individuals with disabilities; and enhancing access to and use of existing career pathways in targeted occupational clusters

(including advanced manufacturing) by individuals with disabilities, including youth. CPID is focused on system alignment, co-enrollment, sector strategies, stackable credentials and skill gains. A DARS staff person also is a member of the Business Services Team and provides collaborative services to businesses.

Southside Virginia Community College staff at the workforce centers provide access to the services from the following grants: SNAP E & T, American Apprenticeships, Adult Education and Literacy, Career Workforce financial aid, PELL, and FANTIC, in addition to workforce development services, Career Readiness Certificates, training and education. The SNAP grant provides training and employment services to those customers who receive food stamps and staff is also located at Departments of Social Services to serve as a conduit for referrals to and from the Centers. The staff person for the American Apprenticeship Grant works with employers who have job openings and wish to participate in an apprenticeship. The staff coordinates with the Department of Labor and Industry (DOLI) at each Center to register the apprenticeships and take referrals from the other partners to fill the apprenticeships and is an integral part of all three business service teams in the ten county area.

Through the Title V Grant, STEPS, Inc. provides training and employment services for older workers age 55 and above. The services include training, work experiences, resume writing, and career planning. The Workforce Centers also serve as training sites for the Title V program and provide supervision for one or more trainees who train at the front desk, resource room, and other jobs.

Continuous staff development is essential for quality workforce services and continuous improvement. Each of the partners commits to professional development activities such as staff certification, cross-training of staff (with the comprehensive centers), and other professional

learning opportunities that promote continuous quality improvement. Partners share staff development opportunities and take advantage of train-the-trainer opportunities to provide staff development for as many partners as possible. An orientation is given to all new staff by the Workforce Center Manager, which includes staff development in local and state policies, WIOA, and best practices. A weekly staff meeting of all Center partners is held to update staff on Center policies, procedures, new or revised programs, outside agencies, crisis management, and cross training regarding new grants or programs that are available for jobseekers or employers.

In addition to Center staff development, each partner has its own requirements for training staff as it relates to its agency. The VEC employees are required to attend monthly webinars that are focused on effectively using the VaWC system to better assist jobseekers. Webinars are provided for updates on services and items added to the system. There are various other training requirements that VEC employees are required to complete each calendar year to enable staff to do their jobs more effectively.

SCWDB and Operator staff provides training modules for VaWC, federal, state and local policies and regulations, which include timely data requirements for WIOA services during the first week of employment for new hires. The WIOA Coordinator also provides training on completion of reports, timelines, and documentation. The WIOA Coordinator facilitates a monthly staff meeting for all WIOA staff and emphasizes lessons learned from quarterly local monitoring of files, including timely data entry and workforce issues.

DARS counselors are professionally trained either as certified rehabilitation counselors or certified vocational evaluators, and are committed to other cross trainings as needed. Modules developed by the Disability Employment Initiative are included in the Virginia Workforce Development Systems modules and include Welcoming All Customers/Universal Strategies,

Asset Development (financial literacy) and Integrated Resource Teams with a Person Centered Planning approach (for collaborative case management), and Mystery Shopper (Continuous Quality Improvement). The CPID grant provides professional development activities across partners in Motivational Interviewing training for case managers/counselors.

SVCC provides Center staff development (non-credit) training such as Use of Google Apps, Microsoft Windows 10 and Career Readiness Certifications. The classes are provided during work hours to ensure participation by staff and are based on staff need.

Results of customer satisfaction surveys for job seekers and businesses are shared with staff, Management Team, Policy/Oversight Committee, and SCWDB, and action, as appropriate, is taken to correct unsatisfactory results, with a focus on customer service. Since the South Boston Center was one of the first three Centers to receive state certification, the Management Team reviews one of the quality standards at each meeting and updates it to keep it current. New policies, procedures, or best practices that are implemented are included in the updates. The staff certification requirements are communicated to each partner and tracked by the Learning Coordinator for the area, which is also the Compliance Officer. Opportunities for staff development are shared with all partners in order to allow staff to accumulate hours needed for re-certification. Grant funds are used for staff development opportunities as appropriate.

F. Adult & Dislocated Worker Services Provided

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, to include access to and delivery of career services (basic, individualized and follow-up); the area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals; the area's definition of hard-to-serve populations with additional barriers to employment.

The South Central Workforce Development Board consists of one Comprehensive Center and three satellite offices that offer access to and delivery of adult and dislocated worker services. These centers offer basic career services, individualized career services, and follow up activities to customers. In the centers, all partners provide the basic career services in the resource room. The basic services may consist of determination of eligibility to receive services through the adult and/or dislocated worker programs; outreach, intake, and orientation to the information and services available through the one stop system; initial assessment of skill levels that include literacy, numeracy, English language proficiency, aptitudes, abilities (skills gaps), and supportive service needs; labor exchange services, including job search and placement assistance, career counseling regarding in-demand industry sectors and occupations, information on non-traditional employment, recruitment and business services on behalf of employers; provision of referrals to and coordination of activities with other programs and services, including those within the one stop system and other workforce development programs; provision of workforce and labor market employment statistics information, including accurate information relating to local, regional and national labor market areas, including job vacancy listings; information on job skills necessary to obtain the jobs listed; information relating to local occupations in demand; the earning, skill requirements and opportunities for advancement of such occupations; provision of performance and program cost information on eligible training providers by program, eligible youth providers, as well as adult education, postsecondary career and technical education, and vocational rehabilitation services; user-friendly performance information regarding the local area accountability measures, one stop delivery system, availability of supportive services or assistance for childcare, child support, medical/child health assistance, supplemental nutrition assistance program (SNAP), earned income tax credit,

temporary assistance for needy families (TANF), transportation and other services funded in the area; referral to such programs and provision of information; and assistance regarding filing claims for unemployment compensation and assistance in establishing eligibility for programs of financial aid assistance for training and education programs not funded by WIOA.

The resource room provides Internet access through multiple computers, printer, fax, phone, and copier to assist the job seeker in searching and applying for jobs. Local newspapers are available for jobseekers to access local job vacancies that are not posted in the Virginia Workforce Connection (VaWC). A brochure rack displays information regarding partner services within and outside of the Center as well as flyers that are helpful in interview skills, job search, and other tips for successful employment. Staff is available to assist the customers in accessing the basic career services. Assistive technology is available for individuals with disabilities such as screen readers, universal design work station, ergonomic keyboard, and TTY connection. The screen in the waiting room displays a loop of information regarding upcoming classes at the Center such as computer literacy, veteran services, special grants, job fairs and other upcoming events. A power point presentation is available as an orientation to the Center for customers who are new to the Center.

Individualized career services are available at the Centers with staff assistance and program eligibility to include comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers (which may include diagnostic testing/assessment with in-depth interviewing and evaluation to identify employment barriers and appropriate employment goal; development of an individual employment plan (IEP) that identifies employment goals, appropriate achievement objectives, appropriate combination of services to achieve the goals and career pathways to attain career objectives; provision of group counseling,

individual counseling, and career planning; provision of short-term prevocational services, including development of learning, communication, interviewing, punctuality, and personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training; provision of workforce preparation activities, work experiences, and internships linked to careers; provision of financial literacy services; assistance with out-of-area job search and relocation; and acquisition of English language and integrated education and training programs. Full-time case managers are available at each Center to provide the individualized career services.

Follow-up services are provided by staff and include counseling regarding the workplace for WIOA participants in unsubsidized employment for 12 months after the first day of employment. Follow-up is performed by contacting the WIOA participant by phone, email, text or letter at least once a month during the first three months of follow-up. During the second and fourth quarters of follow-up, the participant is contacted during the first months of the quarter in order to provide assistance to retain or obtain employment if needed. Contact is also made by the case manager during the third quarter of follow-up. Documentation of employment or credential attainment that was not achieved during program participation is performed during follow-up.

The South-Central Workforce Development Board has a self-sufficiency local policy based on the Workforce Investment Act based on the 200% LLSIL. Using Virginia Workforce Letter 16-00, the SCWDB will evaluate the 100% Lower Living Standard Income Levels to determine the minimum level for establishing self-sufficiency criteria at the local level under WIOA. The MIT Living Wage calculator and the results of a study that is underway for Southern Virginia through the Dan River Region Collaborative by Chmura Associates will be considered.

The South-Central Workforce Development Board's definition of hard-to-serve populations with additional barriers to employment includes customers without a high school diploma or GED and/or computer skills, veterans, ex-offenders, individuals with disabilities, persons identified with basic skills deficiencies and/or customers that are English-language learners, in poverty, SNAP recipients, single parent families, youth aged out of foster care, and disconnected youth.

G. Rapid Response Coordination

Provide a description of how the Local SCWDB will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.

When the need arises to utilize statewide rapid response activities, the Local Board and One Stop Operator will identify the appropriate lead (based on location to the nearest Workforce Center) to coordinate activities. The need for rapid response activities may be determined by the filing of a WARN, contact from a local employer through the Business Services Team (BST), contact from a county elected official or economic development director, contact from the Regional Rapid Response Coordinator (which is led through Community College Workforce Alliance), or through word of mouth from employees who have been laid off and come into the Workforce Centers seeking assistance.

The workforce and economic development systems in the area also want to help employers through layoff aversion. However, employers are not always forthcoming in providing information about a potential downsizing or closure for a multitude of legitimate reason. Through access to and better use of real-time data analytics, and working closely with economic development, the Rapid Response Team will explore better ways to identify and offer help to businesses before the crisis occurs.

After a layoff or closure has occurred or been announced, a meeting with the affected employer is scheduled by the BST point of contact. During the initial employer meeting, the SCWDB will assess the scope of the layoff and determine if any layoff aversion strategies could assist in avoiding the layoff. If rapid response funds are needed to supplement the local formula funds, the SCWDB will apply for additional funds to meet the needs of those affected workers. If layoffs are inevitable, dates of the sessions will be scheduled.

The lead staff responsibilities include receiving the notice of the layoff or closure, coordinating, attending and facilitating initial employer meeting(s), and coordinating local partners to implement rapid response event plans (information on unemployment compensation, adult education, post-secondary training, dislocated worker program, social services, and other services as identified). In addition, the lead staff also assists in facilitating rapid response information session(s) with affected workers. Duties include providing information session folders after gathering partner information that includes facilitating and administering employee surveys, completing rapid response reports, coordinating information among partners to and from affected workers, maintaining communication with employer throughout process, and coordinating enrollment of dislocated workers into WIOA program. Services can be tailored to meet the need of the employer and the employees such as a job fair conducted at the employer's site, resource fair, on and/or off-site VaWC registration and/or WIOA enrollment sessions and resume/interview skills sessions.

The SCWDB also assists employers with incumbent worker training and takes the lead to apply for Rapid Response funds to meet the need of employers to avert a lay-off. However, since funds set aside for Rapid Response events can only be used for employers with 50 or more employees, being able to provide rapid response type services to small business is a critical need

in the area. According to the 2nd Quarter 2016 Census of Employment and Wages report for the VEC Economic Information and Analytics, out of the 5,310 businesses in our area, 5,139 have fewer than 50 employees, which is over 96%. A systematic and coordinated approach from the VEC, WIOA service provider, SCWDB, and Southside Virginia Community College to serve small businesses is paramount to the economic success of the area.

H. Youth Services Provided

Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities; and the following: the local area's strategy for ensuring the availability of comprehensive services for all youth; how the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA; strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program; how the required program design elements will be addressed as part of the development of youth service strategies; strategies to identify, recruit and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended; policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals; efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies; efforts taken to ensure compliance with applicable child labor and safety regulations; pay-for-performance policy as applicable

Over the past months, the SCWDB and Youth Committee have reviewed the WIOA regulations governing out-of-school youth programming. Since the local area has very few workforce investment activities for out-of-school youth, the SCWDB will focus all investments on this age group. There are currently five in-school youth participating in the WIOA youth program and they are all seniors in high school and are expected to graduate on time. After these youth complete high school and enter post-secondary training, enter the military, or become employed, 100% of the funding will focus on out of school youth activities. The SCWDB will

continue to partner with K-12 education and community-based organizations that serve in-school youth to make them aware of labor market trends and skill needs of local employers. SCWDB and operator staff will continue to serve on Advisory Committees of local K-12 Career and Technical Education Advisory Teams.

An effective model of youth workforce investment activities has been demonstrated through the Dream It Do It Virginia Summer Camps. In school and out of school WIOA youth were assessed for career aptitudes and interests and selected for participation in the Summer Camps. The camps consist of a week of advanced manufacturing camp, up to eight weeks of work experience, a tour of a local manufacturing facility, and weekly soft skills training. Partnerships exist between the SCWDB and the Southern Virginia Higher Education Center, Lake Country Advanced Knowledge Center and Southside Virginia Community College (which is also the current youth contractor for WIOA), which made the facilities and staff available for the Summer Camps. The model was included in the Career Pathways for Individuals with Disabilities Grant (CPID) awarded to the Virginia Department for Aging and Rehabilitative Services (DARS) and expanded to partner not only with the Virginia Manufacturing Association but the Department for the Blind and Vision Impaired. The Summer Camps became Academies and individuals with disabilities that were age appropriate for WIOA were referred for eligibility and dually enrolled in both programs. The Academies will continue in the summer of 2017 with the CPID Grant. The career pathways explored are welding, robotics, drone manufacturing, informational technology (gaming apps), and 3-D Imaging.

The area's comprehensive One Stop System provides seamlessly aligned services and resources to serve the area's youth. The comprehensive system creates an opportunity to provide an integrated approach and expansion of the services delivered to in school and out of school

youth. It will also increase the number of youth to be served throughout the region. The SCWDB and Youth Contractor work to make more partners and community agencies aware of the services available to youth through partner meetings, chambers of commerce, speaking engagements, Career and Technical Advisory Groups, Transition Advisory Groups (for those youth with disabilities), community colleges, adult education, employers, Re-Entry Councils, and current youth success stories.

The area develops a Request for Proposal (RFP) for WIOA Youth Services in partnership with the Youth Committee, SCWDB, and CLEOs. Competitive procurement is used to negotiate the contract according to the Virginia Public Procurement Act. The RFP targets those organizations and/or partners who have a track record of providing workforce development activities to the targeted youth with demonstrated outcomes and which are willing to enter into an innovative design and implementation plan to serve the targeted population successfully. As part of the procurement process, all contractors are required to demonstrate the ability to provide the fourteen required program elements. If the youth contractor does not directly provide an element(s), it must demonstrate the ability to make the element available and document how those services will be made available to the youth. The provision of the fourteen program elements are tracked monthly by SCWDB staff and reported quarterly to the Youth Committee, SCWDB and CLEOs.

Strategies used to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program are as follows:

- Providing objective assessments that focus on the academic, occupational skill level and supportive service needs required for the individual to be successful in a career pathway.

- Partnering with the ten K-12 public school systems to reduce high school dropout rates.
- Prioritize services to older and out of school youth, as well as focusing on those disconnected from education and employment.
- Re-engaging disconnected youth through strategic partnerships with adult education, community colleges and post-secondary institutions as well as businesses.
- Increasing the number of youth that attain post-secondary credentials with a priority on the local occupations in demand.
- Partnering with business, education and others to provide work-based learning opportunities such as internships, work experiences, apprenticeships and on the job training.
- Using technology to increase access and services to youth.
- Co-locating youth program providers in the local Workforce Centers to integrate services and resources.
- Partnering with agencies who serve individuals with disabilities.
- Co-enrolling WIOA youth in the WIOA adult program to maximize services.
- Connecting with public housing, Job Corps and other human service organizations.

The required program elements must be addressed as part of the individual service strategy (ISS) for each WIOA youth. Each youth is assessed for basic skills deficiency using the TABE, and Career Scope is given to assess the career interests and aptitudes. In-depth interviewing and assessment of past educational accomplishments, work history, documentation of any disability and barriers to training and/or employment are taken into consideration to determine which of the program elements are needed to achieve the goals and objectives for training and employment identified in the ISS. The activities are coordinated for the participant

by the youth case manager, who provides the opportunities, documents the activity and outcome, and records it in the state-wide database, Virginia Workforce Connection (VaWC). Once goals are achieved and outcomes documented, the ISS is revised to add other goals and objectives and further provide other program elements as needed.

Part of the procurement process involves identifying contractors with a proven record of successfully identifying, recruiting, and retaining out-of-school youth. Much of the success in these areas is dependent on relationships with the partner organizations. Current and planned recruitment strategies include outreach through community-based organizations, the Adult Education programs, departments of social services, coordination with the K-12 school districts for outreach to non-graduates or graduates who have no plans to further their education, and collaboration with the juvenile justice system and the foster care system. Recruitment and retention is difficult in a large rural area, but developing appropriate relationships with the youth, getting to know a family member that can assist in retention and communication, and providing activities that are motivational and age-appropriate are all effective strategies. It is important also to partner with other agencies so that the youth case managers have multiple locations to meet with participants, in addition to the local Workforce Centers, such as libraries, town offices, DARS, social services and other community partners.

The local policy of the SCWDB allows services for up to 5% of the total youth enrollment for those who do not meet the income eligibility requirements. For those who are not enrolled in WIOA and have significant barriers to employment, appropriate referrals are made to adult education, DARS, Job Corps, social services, food banks, or other community action agencies.

Job Corps is not located within the local area, but a new staff person with Job Corps recently contacted the WIOA program contractor regarding the referral process and a student has been successfully referred to the program. The area plans to grow this new partnership and invite to partner meetings. Southside Virginia Community College currently has an American Apprenticeship Grant and referrals are made between youth programs, adult programs, and the apprenticeship coach. The Department for Labor and Industry has local representatives who have worked with the grant and with businesses to form apprenticeships. The area plans to involve youth in the apprenticeship program in the future through appropriate referrals and identification of apprenticeships in the ISS, when appropriate. Other efforts to coordinate with community colleges and institutions of higher education involve career fairs, recruitment trips to universities, and assistance with applications for admission and federal financial aid. Other coordination occurs with the Temporary Assistance for Needy Families (TANF) programs and Virginia Initiative for Employment not Welfare (VIEW) at the departments of social services to provide a source of referrals for youth and also for services the agencies can provide to eligible youth. There are no local offices on youth or youth opportunity grants in the local area.

Compliance with applicable child labor laws and safety regulations are written into the RFP and offerors must document that they will comply. The youth contractor procures a worker's compensation insurance policy to cover the youth while in work experiences and internships. Hours worked and lunch breaks are documented on time sheets.

The SCWDB does not have a policy for pay for performance and therefore is not currently using it.

I. Supportive Service Provision

Provide a description of how the local SCWDB will coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

Supportive services are those services or activities necessary to reduce or eliminate barriers to obtaining or retaining employment. The SCWDB allows the use of supportive services after a needs assessment has been completed and other sources of support are not available. In order to assist with the provision of transportation services, customers attending training and/or interviewing for employment are subject to mileage reimbursement for each round trip documented. Public transportation is not available and, due to the rural nature of the area, customers travel long distances to attend training. In addition to transportation, other supportive services include funding books, immunizations, drug screens, certification fees, tools, uniforms, and other items required for training or employment. If any of these items are provided by the employer or another source, the One Stop Operator does not fund the service. If a customer is served by more than one agency in the Workforce Center (such as TAA, WIOA and DARs), an Integrated Resource Team meeting is convened and the partners collaborate and blend funds to provide the best non-duplicative services for the customer.

J. Training Services

Provide a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contract for training services will be used; and the following: how the use of such contracts will be coordinated with the use of individual training accounts; how the Local SCWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Training services may be made available to employed and unemployed adults and dislocated workers who after eligibility determination and assessment have been found to be unlikely to

obtain self-sufficient employment. Challenges to obtain self-sufficient employment can be determined through interviews, evaluations, assessments, career planning engagement, and documentation of a variety of life circumstances, including dislocation, lack of work history, health status, family status, or a lack of a credential. The SCWDB utilizes Individual Training Accounts (ITAs) to assist customers with training for those who do not have a credential and demonstrate a commitment to follow through with training. However, the SCWDB may elect to provide contracted training services in the form of on-the-job training contracts or customized training if the customer has transferable skills and is not able to attend training and demonstrates commitment to find employment and retain it. The use of on-the-job training contracts is increasing. Since the SCWDB has a responsibility to increase the skill attainment of the job seekers and to find employment for jobseekers so they can gain access to the middle class and demonstrate career progression, apprenticeships are used in collaboration with on the job training contracts through the American Apprenticeship Grant administered through Southside Virginia Community College. The SCWDB has not used customized training contracts because employers have not requested it but would consider it as a training service if the need arose.

The One Stop Service Provider ensures that all customers requesting training using an ITA apply for the Pell Grant by completing the Free Application for Federal Student Aid (FAFSA) or other grant or scholarship. Coordination of grants such as FANTIC and the Workforce Career Grant (WCG) are used for non-credit class financial aid through the local community college. Informed customer choice in the selection of the training program is ensured through the use of the eligible training provider list and labor market information, which is made available to all customers seeking training, as well as stakeholders. The eligible training provider list provides the program costs, location, and will show performance information on program completion,

credentials earned, entered employment rate and post-employment earnings. Labor market information (LMI) is discussed with the customer to show the number of jobs available in the area, the wages of the job, the career pathways, and opportunities for advancement.

K. Collaboration with the Community Colleges

Provide a description of how the Local SCWDB will collaborate local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

The SCWDB collaborates local workforce investment activities with Southside Virginia Community College (SVCC) in the planning and delivery of workforce and training services. SVCC is the lead agent in the consortium of partners that responded to the Request for Proposal for One Stop Operator and provider of WIOA services. The lead agency employs the One Stop Manager for the Workforce Centers and the WIOA Coordinator, who facilitates and oversees the delivery of adult and dislocated services. An affiliate Workforce Center is located on the John H. Daniel campus of SVCC to serve the Farmville area, which includes the counties of Amelia, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway and Prince Edward. A full-time WIOA Adult case manager provides all WIOA services for adults and dislocated workers on site.

SVCC also provides Title II Adult Education for the local area in all ten counties. SVCC refers adult education students to the Workforce Centers for additional services and the Centers refer job seekers to SVCC for Adult Education services if they are basic skills deficient or do not have a high school diploma or GED. SVCC responded to the RFP for WIOA Youth services and was awarded the contract. The WIOA Coordinator facilitates the implementation of the youth programs in the ten county area and hires the case managers. Because of the contractual arrangements in place, the collaboration with local workforce investment activities and the SCWDB is seamless.

Outside of the contractual obligations, however, the SCWDB and SVCC collaborate on other endeavors. Both entities partner with each other in the writing of grants and providing in-kind services in the grant applications, including letters of support and participation. During implementation of the On-Ramp Grant awarded to SVCC, WIOA staff determined eligibility in the dislocated worker program, received referrals, and referred customers to SVCC for On-Ramp funding, shared case notes and documentation of activities in the program, and shared follow-up activities to prevent duplication of services. The same level of collaboration occurred with the FANTIC Grant, PELL Grant, SVCC Foundation Grants, SNAP E & T Grant, American Apprenticeship Grant and the Workforce Career Grant awarded to SVCC. A reciprocal referral process occurs between the admissions office and the WIOA case managers. Services are integrated and funding is shared to facilitate the best possible outcomes for the customer. The Vice-President of Workforce Services for SVCC, SCWDB Executive Director, and WIOA Coordinator meet at least once per quarter to discuss collaboration and innovative practices.

The WIOA Coordinator also invites SVCC personnel, including Transition Programs such as adult education, SNAP E & T, On Ramp, Apprenticeship Program and others to the monthly WIOA case manager meetings to discuss programs and additional strategies to implement coordination and collaboration without duplicating services or staff time. The Job Driven National Dislocated Worker Grant awarded to the SCWDB has partnered with the workforce services training programs to fund training and collaborates with the American Apprenticeship Grant to provide on the job training and apprenticeships to assist businesses as well as job seekers.

In order to collaborate with the K-12 Career and Technical Education (CTE) Directors in the local area, SVCC and the SCWDB partnered to facilitate a meeting with the Directors and a

new employer in the area who was in need of high school graduates with vocational interests and aptitudes that could be provided through the CTE K-12 programs. The resulting partnership provided employment in terms of electrical apprenticeships for graduates.

Several counties in the local area have joined the ACT Work Ready Communities Initiative. Halifax County has achieved status as the 2nd Work Ready Community in Virginia. The SCWDB and SVCC partnered to provide space at the Workforce Centers to administer the assessments and provided referrals for the transitioning population of jobseekers.

The Transition Director and the Vice-President of Workforce for SVCC serve on the SCWDB and provide input and information to the business members regarding how the two entities partner. The three staff members for SVCC Workforce Services are the Chairs of the three Business Service Teams that serve the ten county area. They facilitate the meetings, assist with implementation of business services, provide input on new training programs available at SVCC, and use input of business needs to develop new training programs.

L. Collaboration with Education

Provide a description of how the Local SCWDB will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

The partners meet semi-annually to discuss coordination of services, including secondary and post-secondary education. The Youth Committee meets quarterly and identifies other areas of activity with secondary and post-secondary education programs that lead to local in-demand jobs. The Vice-President of Workforce from the community college and the SCWDB Executive Director meet at least quarterly to discuss ways to coordinate strategies, enhance services, and avoid duplication of services such as financial aid, new non-credit training programs, supportive services and employment. The SCWDB staff serves on several K-12 Career and Technical

Education (CTE) Advisory Committees and coordination occurs with credential attainment, jobs in demand, and curriculum. The SCWDB, SVCC, and the K-12 CTE Directors coordinate job fairs and other workforce development activities that support employment.

Secondary and post-secondary representatives serve on the Business Services Teams and strategize how to provide businesses with their graduates and services. The Southern Virginia Higher Education Center (SVHEC) is designated as the Area Health Education Center and the SCWDB Executive Director serves on the Advisory Committee of the Center for Nursing Excellence to coordinate services and hear from employers in the health care business regarding hiring needs and credentials. The SCWDB partners with the SVHEC on a transportation study to determine the need and success of a transportation system within the area to assist with getting people to and from post-secondary institutions. The SCWDB and the SVHEC also partner to support grant opportunities that improve access and programming for workforce development activities and prevent duplication.

M. Collaboration with Adult Education and Literacy

Provide a description of how the Local SCWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the Local SCWDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

The SCWDB has created partnerships with the provider of adult education and literacy activities to ensure uniformity and minimize duplication of effort. The partnership allows the Workforce Centers to offer an integrated menu of workforce development services to employers and a host of potential jobseekers. The SCWDB and Southside Virginia Community College (SVCC) are parties to a Memorandum of Understanding for provision of adult education and literacy services in Area 8. SVCC provides the English language skill, adult basic education and

GED preparation that adults need to further their education at the post-secondary level and obtain employment. Through the use of an integrated intake system, customers are automatically screened and referred for adult education and literacy services. Jobseekers who are assessed as basic skills deficient are given priority of service and referred to SVCC for provision of adult education services. Customers are dual enrolled in WIOA and Adult Education concurrently and services are provided to increase basic skills levels, enroll in other workforce development programming or on the job training.

SVCC Adult Education programs will develop plans under the goals and strategies of the local SCWDB plan. Adult education applications will be submitted to the SCWDB for review and approval prior to submission to the Virginia Department of Education/Adult Education.

N. Priority of Service

Provide a description of how the direction given by the Governor and the Local SCWDB to the One Stop Operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600.

The priority of service policy in Area 8 defines the populations who are to receive priority of service in the Workforce Centers to include veterans, low income individuals, recipients of public assistance and individuals who are basic skills deficient. At least 51% of funding used for customers enrolled into WIOA as adults must meet the definition of hardest to serve which refers to those who are recipients of public assistance, other low-income individuals (poverty or 70% LLSIL), and individuals who are basic skills deficient. These recipients must meet all criteria for WIOA enrollment (career and training services). Income must be evaluated to determine whether the customer falls into the priority of service for training.

For programs that have existing statutory priorities that target certain groups, such as WIOA Adult and Youth programs, veterans' priority is applied to covered persons that meet program criteria. Thus, an individual meeting both the veteran and the program requirements would receive the highest priority for WIOA Youth or Adult services over a non-covered person satisfying the program requirements. The following sequence of services priority will apply:

First Priority	Recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the local workforce area who are covered persons with respect to veterans' priority.
Second Priority	Recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the local workforce area.
Third Priority	Covered persons with respect to veterans' priority not considered to be recipients of public assistance, low-income or individuals who are basic skills deficient in the local workforce area.
Fourth Priority	Adults not considered to be recipients of public assistance, low income or individuals who are basic skills deficient in the local workforce area.

O. Incorporation of Technology

Provide a description of how one stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one stop partners.

In Area 8, the comprehensive South Boston Workforce Center and the affiliate sites in Charlotte Court House, Keysville, and South Hill have implemented an integrated, technology-enabled intake program for several years for all partners. The program was funded by a grant through the Department for Aging and Rehabilitative Services and WIOA. All customers (jobseekers and businesses) who come into the Centers for services register electronically using a common intake process. Each partner has a dashboard on his/her desktop computer and the program shows when a customer has chosen a service that is provided by the agency. It has been one of the keys to successful integration of services without duplication in Area 8.

Not all partners have access to the system of record for WIOA, which is the Virginia Workforce Connection (VaWC). However, WIOA, VEC, and some SVCC staff (through different grant funded programs such as On Ramp, TAA Grant) have access to VaWC to record activities and case notes. The SCWDB supports a program that would integrate all partner intake and case management services for all partners.

Each of the three Business Services Teams has a website and a business can request a service using an electronic form on the site.

- South Boston Business Services Team
 - www.southbostonvaworkforcecenter.org
- Lake Country Business Solutions Team
 - www.lcbs.biz
- Business Employer Services Team
 - www.vabest.biz

P. Efficient and Effective Service Delivery

Provide a description of the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C.49 et seq.) services and other services provided through the one stop delivery system.

Wagner-Peyser is a labor exchange program that brings together individuals who are seeking employment with employers who are seeking employees. The Virginia Employment Commission (VEC) administers the labor exchange, which has the capacity to assist job seekers to find employment, to assist employers in filling jobs, and to facilitate the match between the two groups. Labor exchange services fall under the basic career services identified in WIOA. Self-services are available to all job seekers and employers either at workstations at the Workforce Centers or through personal computers through the Internet.

To maximize coordination, improve service delivery and avoid duplication of Wagner-Peyser services, all customers are entered into the state database, Virginia Workforce Connection (VaWC) as a jobseeker or an employer when they are seeking services through the Workforce Centers, regardless of the entry point or partner serving them. The VEC provides Wagner-Peyser reports to the SCWDB and partners to track use of the system, such as new job seekers registered, job orders received, job matches, new employers registered, and employment.

Business service team members, regardless of partner, gather the needed information to input job orders. The job openings are shared at team meetings through the use of a shared document. As part of the business services team, the Wagner Peyser staff works with other Center staff to provide assistance with all human resources demands, such as screening qualified applicants, assessing/testing applicants and assistance with application processing, job fairs, on-site visits, tax incentive information, and mass recruitments. Protocols and procedures are detailed in the Business Services Agreement and MOU for the One Stop System.

Q. Fiscal Agent

Provide a description of the fiscal and budgetary strategies used in the local area, to include: identification of the entity/fiscal agent responsible for the disbursement of grant funds described in WIOA sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official; methods and strategies used to ensure timely expenditure of WIOA funds; the competitive process to be used to award the grants and contracts in the local area for activities carried out under WIOA; and the strategy used by the LSCWDB to leverage WIOA funds with other Federal, State, local and philanthropic resources.

The Chief Local Elected Officials (CLEOs) meet quarterly throughout the year. Annually, the CLEOs take action to designate the fiscal agent responsible for the dispersal of grant funds for Title I WIOA. The jurisdiction that is chosen to serve as fiscal agent also houses the Workforce Development Board office. The jurisdictions that are willing to serve as fiscal agent are discussed in terms of staffing, willingness to serve, and capability to provide the

necessary services to meet the responsibilities of the fiscal agent. The CLEOs approve a jurisdiction to serve as such.

WIOA funds are expended in a timely manner due to established fiscal procedures (See Fiscal Policy 1.6 at <http://southernvajobs.com/PDF/Policy-Manual.pdf>). Invoices are processed for payment as they are received, and checks are written weekly to ensure payments are made in a timely manner. Processes are in place to ensure that customers and vendors are paid within not more than a 45 day time frame, but which usually takes place within 7 to 30 days. Payments are made using only original invoices with proper documentation and signatures attached with the funding source indicated. A desk audit of all invoices is completed by the Fiscal Officer and all expenditures are approved by the Executive Director and SCWDB Treasurer.

The South Central Workforce Development Board (SCWDB) and all contractors receiving Federal funds must abide by the requirements of the applicable Office of Management and Budget (OMB) circulars and Department of Labor (DOL) administrative requirements, including the Workforce Innovation and Opportunity Act (WIOA) and the Virginia Community College System (VCCS). The Board follows the Virginia Public Procurement Act for procurement of One Stop Operator, Service Delivery of WIOA Youth, Adult, and Dislocated Worker programs.

One of the duties of the Executive Director of the SCWDB is to write grants to obtain additional federal, state, local or other grant funds. In addition, the SCWDB leverages resources of other agencies such as PELL, Financial Aid for Non-Credit Training Leading to an Industry Credential (FANTIC), On Ramp, Virginia Financial Success Network, Job-Driven National Dislocated Worker Grant, Workforce Career Grant (WCG), employer scholarships, etc. to fund training and/or supportive services for customers.

Integrated Resource Teams meet to discuss the needs of common customers to leverage funding and blend and braid resources to obtain the most services for the customer while spreading the cost among those agencies involved. A financial aid tracker is maintained annually and shared with the SCWDB and CLEOs to show the amount of funding leveraged to serve customers.

R. Procurement

Provide a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

The SCWDB uses a competitive negotiation procurement process to award sub-grants and contracts for WIOA Title I activities according to the Virginia Public Procurement Act. The SCWDB, in partnership with the CLEO, develops and issues a Request for Proposal (RFP) for the requested services. The RFP is advertised on the SCWDB's website, www.southernvajobs.com and in local and/or regional newspapers. A pre-proposal conference is held approximately 1-2 weeks after the RFP has been issued. Potential offerors are presented with a summary of the requirements of the RFP and time is allowed for a question-and-answer period. The questions and answers are documented in writing and sent out to the offerors. Included in the RFP are the evaluation criteria for awarding the contract.

A committee of SCWDB members and/or CLEOs review and score each proposal that was received by the deadline established in the RFP. The committee meets and reviews the individual scores and an average of the scores is taken. Points that need to be negotiated to bring the top two proposals into compliance with the services desired are sent in writing to the offerors with a deadline to respond. An in-person presentation may be requested and/or an interview to complete negotiations. The offeror who provides the highest quality service for the best price is

awarded the contract, according to the RFP, after approval by the SCWDB and CLEO. An intent to award in posted online for up to ten days.

S. Performance

Provide a description of the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c) to be used to measure the performance of the local area and to be used by the Local SCWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one stop delivery system in the local area.

The following is a summary of the Final Negotiated Performance Goals for Virginia and the Local Workforce Development Area 8:

Adults	Virginia Negotiated Levels	LWDA8 Negotiated Level
Employment 2 nd Quarter after Exit	77.0%	65.0%
Employment 4 th Quarter after Exit	85.0%	61.9%
Median Earnings 2 nd Quarter after Exit	\$5,500	\$3,226
Credential Attainment within 4 Quarters after Exit	61.0%	61.0%
Dislocated Workers		
Employment 2 nd Quarter after Exit	83.0%	67.2%
Employment 4 th Quarter after Exit	85.0%	54.0%
Median Earnings 2 nd Quarter after Exit	\$7,600	\$3,705
Credential Attainment within 4 Quarters after Exit	64.0%	64.0%
Youth		
Employment 2 nd Quarter after Exit	63.0%	29.1%
Employment 4 th Quarter after Exit	60.0%	58.1%
Credential Attainment within 4 Quarters after Exit	68.0%	52.5%

T. Quality Assurance

Provide a description of the actions the Local SCWDB will take toward becoming or remaining a high performing SCWDB, consistent with the factors developed by the State SCWDB.

The SCWDB will continue to perform successfully as a high performing SCWDB by maintaining state certification, meeting or exceeding the adjusted levels of performance for primary indicators of WIOA performance, and increasing board engagement. The SCWCB will

maintain fiscal integrity, increase in visibility and effectiveness as the regional convener, and strategically carry out the vision and mission of the Board to meet the needs of regional businesses and jobseekers.

In addition, the SCWDB uses the following standards of excellence for driving continuous improvement of the public workforce system:

- Board Engagement--Through a committed and strategic board committee structure, the SCWDB engages the expertise of board members to provide critical insights at both the strategic and programmatic levels. Board members have a clear pathway to leadership on the board through committee chair positions. The SCWDB operates five committees:
 - Executive Committee--Plans, coordinates, and expedites the work of the Board and may take action, when necessary, between Board meetings. The Committee meets monthly and exercises the authority and power of the Board, to the extent permitted by law and is charged with budget oversight, and makes recommendations regarding funding priorities and personnel administration.
 - Policy/Oversight Committee--Meets quarterly and recommends policies, provides oversight for contractors, oversees the One Stop System and is charged with performance management.
 - Employment Enhancement Committee--Meets quarterly and provides oversight for training programs, eligible training providers, and business services.

- Strategic Planning Committee--Meets as needed to develop a vision for the future of the region's workforce development system.
 - Youth Committee--Meets quarterly and makes recommendations to the board concerning youth service strategies and funding.
- Strategic Planning--Through the Strategic Planning Committee, a regular cycle of strategic planning and thinking is facilitated to identify and bring organizations together to plan beyond the mandates of WIOA.
- Alignment of Operations with Strategy--Three of the SCWDB committees, Employment Enhancement, Policy/Oversight and Youth, are specifically charged with developing operational objectives designed to align with the strategic plan. The designed objectives are then given to the staff to implement the tactics required to ensure the strategy is executed in full. Quarterly reporting of the documented results are reviewed by the committees for accountability.
- Accountability for Fiscal and Organizational Performance--The Executive Committee provides the oversight to the Executive Director to ensure the organization is following generally acceptable accounting practices, including following all Office of Management and Budget (OMB) rules that apply to accountability for federal funds.
- Programmatic Outcomes--The SCWDB has a set of metrics beyond WIOA common measures that are tracked and reported on at each committee and full board meeting to ensure that WIOA performance is regularly exceeded and that other indicators of high performance are also being met, as defined in the strategic plan.

The SCWDB will play a vital and strategic role in supporting business services, sector partnerships, career pathways and work-based learning through participation in career pathways panels, workshops and planning sessions, provision of labor market information to prospective and existing businesses, active participation in sector partnerships and advisory councils.

Opportunities for participation on the SCWDB by businesses in the local area to ensure representation of industry sectors with the greatest labor form demand will be marketed through targeted recruitment events, such as email distribution, chambers, website, and word of mouth.

Opportunities exist for more robust board development through strategic board meeting agendas, more formalized orientation for new board members, continuing education of members on their roles and responsibilities, continuing education on roles and responsibilities of workforce partners, and a formalized staff succession plan. The SCWDB will focus on continuous quality improvement and leveraging of additional funds to build capacity.

U. Public Comment Period

Provide a description of the process used by the Local SCWDB, consistent with WIOA sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.

The Virginia Workforce Letter (VWL) #16: Requirements for Workforce Innovation and Opportunity Act (WIOA) Local Workforce Development Area Plans was shared and discussed with the South Central Workforce Development Board (SCWDB), Youth Committee and the Chief Local Elected Officials in October 2016. The VWL was also sent to all SCWDB and WIOA staff for review and input. Two partner meetings were held to discuss the requirements for the plan and to provide an opportunity for input. In-person meetings were held with a variety of partners (core and other) to provide input into the strategic part of the plan as well as a

SCWDB retreat. Core partners met during a Management Team meeting to discuss the development of the plan and held the SCWDB Executive Director held conference calls with individual programs to develop the plan. Three individual meetings were held with the Business Service Teams to provide input into the plan that included business, education, and economic development. After action by the SCWDB on January 19, 2017, and by the CLEO on January 27, 2017, the plan was published for public comment beginning February 1, 2017.

3.

PUBLIC COMMENTS RECEIVED SECTION

Comments submitted during the public comment period that represent disagreement with the plan must be submitted with the local plan. If a comment that represents disagreement with the plan has been addressed and is no longer in disagreement in a later draft of the plan, please note the location in the document where the individual dissenting comment has been addressed.

No public comments received as of February 15, 2017.

4.

ATTACHMENTS

Please provide the following items as attachments to the plan, or include links to the document location:

a. Current CLEO Consortium Agreement

<http://www.southernvajobs.com/PDF/CLEO-Consortium-Agreement.pdf>

b. Current CLEO-Local SCWDB Agreement

<http://www.southernvajobs.com/PDF/CLEO-SCWDB-Agreement-WIOA-Revised-10.28.16.pdf>

c. Current Local SCWDB organizational chart (identify board oversight and program administration)

<http://southernvajobs.com/Documents/SCWDB-OrganizationalChart.docx>

d. Copies of executed cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Local SCWDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State

agency or designated State unit administering programs carried out under Title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination *Note that the above criteria may be met through a single comprehensive MOU signed by all of the individual partners
<http://southernvajobs.com/Documents/Area-8-MOU.pdf>

e. Eligible Training Provider Policy (including process to evaluate and recertify providers)
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 10-23

f. Individual Training Account Policy
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 114-118

g. On-the-Job Training Policy
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 125-127

h. Customized Training Policy
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> page 84

i. Priority of Service Policy
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 111-118 one stop

j. Monitoring Policy (include monitoring tool and schedule)
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 28-29

k. Equal Opportunity (EO) Policy - must include:

- i. *name and contact information for the EO Officer*
- ii. *EO liaisons for each Virginia Workforce Center in the area, if different from the EO Officer)*
- iii. *description of efforts to ensure recruitment and hiring of staff will be done in a manner as to reflect the available workforce in the local and regional areas without regard to race, color, religion, gender, national origin, age, disability status, political affiliation, and, for beneficiaries of WIOA Title I services, citizenship or participation in a WIOA Title I-funded program or activity*
- iv. *process used to monitor and review the area's equal opportunity performance*

<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 30-38

l. Grievance Policy (related to participants, employees, vendors, and other parties, non- EO)
<http://www.southernvajobs.com/PDF/Policy-Manual.pdf> pages 70-71

m. A certification of the plan development process and approval of authorized local area representatives (see Attachment A of this VWL)

<http://www.southernvajobs.com/PDF/VWL16-01AttachmentA.pdf>

Attachment A: Statement of Compliance, Plan Signatures & Fiscal Agent Designation

We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce development board in partnership with the local elected officials, and with the benefit of an open and inclusive plan development process and the required public comment period.

Local Area Name / # South Central Workforce Development Board/Area 8

Local Plan Point of Contact: Debra Crowder, Executive Director

Address: Phone/e-mail: P. O. Box 580, Charlotte Court House, VA 23923

434-542-5871

dcrowder@pure.net

Typed Name & Signature of WDB Chair Date

Lisa Crews, Chairman

Signature: Lisa Crews Date: 1/27/17

Typed Name & Signature of CLEO Consortium Chair Date

Signature: Harold J. Hambley Date: 1/30/17

The Chief Local Elected Official(s) designate(s) the following entity as the fiscal agent:

Entity: Charlotte County

Contact: Russell B. Clark, County Administrator

Address: 250 LeGrande Ave., P. O. Box 608, Charlotte Court House, VA 23923

Phone/Email: 434-542-5117/ rclark@charlotteva.com