APPENDIX D

LOCAL PLAN TEMPLATE

WORKFORCE INNOVATION AND OPPORTUNITY ACT

Local Area #5 – Crater Region

SUBMITTED BY

Crater Regional Workforce

Development Board

PYs JULY 1, 2024 – JUNE 30, 2028

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How to use this Template

This template presents the all the required topics for the LWDB plan for PYs 2024-2027. The template includes a guidance section and five sections that require completion. After reviewing the guidance section, address each of the elements included in the five sections. Each element includes a blank space labeled "click here to enter text." Please enter your responses to each element in these blank spaces. You do **not** need to submit your LWDB strategic plan or action plan documents along with this template. Section 2 of the template requests information from the strategic plan. When fully completed, submit this Local Plan according to the submission instructions in Appendix C.

Guidance – Policy Emphasis

The areas in this section are receiving statewide emphasis and must be addressed in local plans to meet the requirement of consistency with the Combined State Plan.

- Prepare Virginia's workers for current and future career pathways that provide competitive wages.
- Deliver workforce services that support business growth in Virginia's leading-edge economy.
- Provide outreach and recruitment services that increase awareness and access to Virginia's workforce development ecosystem.
- Reduce workforce system barriers through dynamic collaboration, coordination, and communication with Virginia Works as the hub-and-spoke model.

When creating and implementing this plan, the following regional partners must be included:

- Chief elected officials
- Business representatives
- Labor organizations
- Registered apprenticeships
- Community based organizations
- Youth representatives
- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development

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- Employment services under Wagner Peyser
- Vocational rehabilitation
- Social services

Other areas that must be addressed throughout the plan, when appropriate:

- Accessibility
- Use of technology
- Capacity building
- Continuous process improvement
- Streamlining service delivery
- Measuring performance
- Accountability
- Transparency
- Integrating resources

The local plan must ensure compliance with all Virginia Board for Workforce Development (VBWD) policies and Virginia Workforce Letter guidance documents. These documents can be found here: https://virginiacareerworks.com/practitioners-corner/

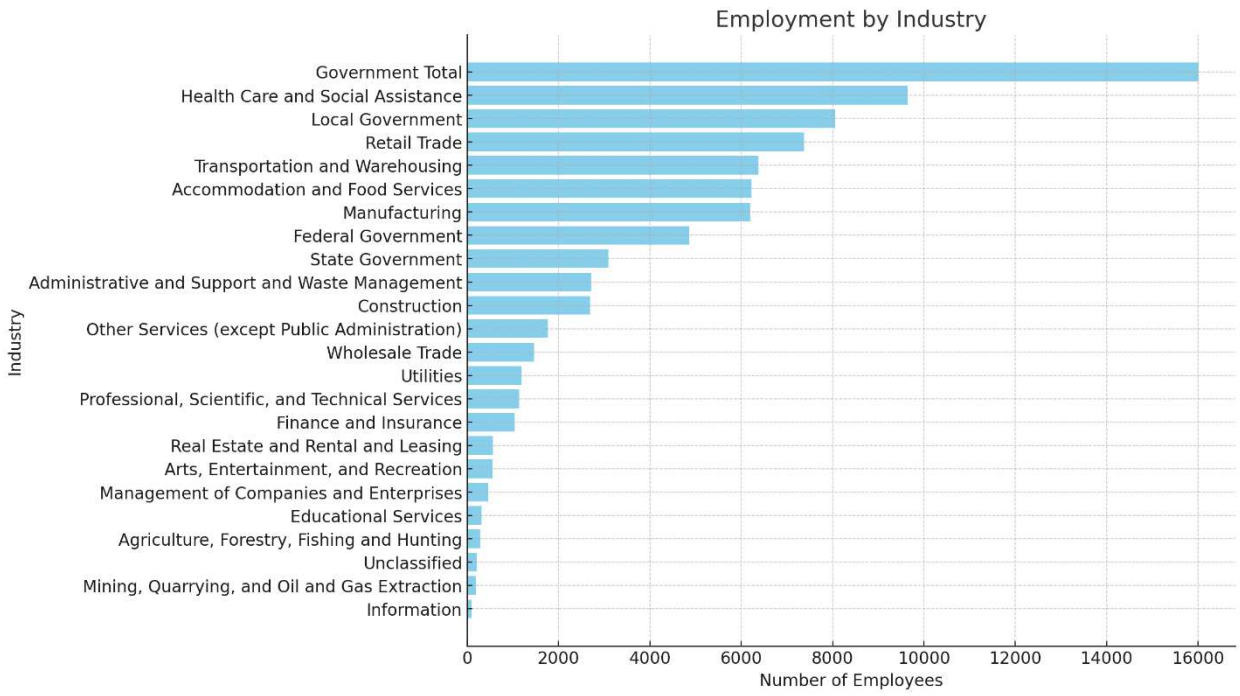
Section 1: Workforce and Economic Analysis

Please answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Works' labor market information website, https://virginiaworks.com, contains information that may help you address elements 1.1 through 1.7.

1.1 A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Recent economic analysis shows that the Crater Region's employment landscape is predominantly driven by five key sectors: Health Care and Social Assistance; Retail and Trade; Manufacturing; Accommodations & Food Services; and Transportation, Logistics & Warehousing. The accompanying data and chart now reflect the most current occupational figures—sourced from the Virginia Employment Commission's Local

Community Profile. Although government employment (including Federal, State, and Local roles) continues to be the largest employment segment, this sector is generally not designated as a primary focus due to a significant portion of those government positions being a result of the presence of Fort Gregg-Adams Army Installation.



1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

The Crater Regional Workforce Development Board and our Chief Elected Officials are committed to fostering cross-sector collaboration in Area 5 to meet our region's

evolving employment needs. In today's dynamic work environment, employers across all industries are placing a premium on soft skills—those personal attributes that enhance how you communicate, collaborate, and adapt. The region continues to battle a higher than average unemployment rate in comparison with our neighboring region and lower labor force participation. In addition to the concerning educational competency gap, many job seekers lack the refined soft skills that are now critical in a competitive job market. These skills include, but are not limited to:

- **Interpersonal Skills:** Working effectively with colleagues and clients.
- **Integrity:** Upholding ethical standards and socially accepted work behaviors.
- **Professionalism:** Maintaining a respectful and positive demeanor in all work situations.
- **Initiative:** Demonstrating a proactive and eager approach to work.
- **Dependability and Reliability:** Consistently exhibiting responsible and trustworthy behavior.
- **Lifelong Learning:** Embracing continuous personal and professional development.

Below is an updated overview of the in-demand industry sectors in the Crater Region along with the key competencies that employers are seeking in 2025:

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Healthcare

The healthcare industry remains one of the largest and most diverse sectors, offering roles that range from clinical care to administrative support. Every position requires a specific level of education, training, and certification, and salaries can vary widely depending on the role, location, shift, and work environment (e.g., hospitals versus private practices). Today's employers look beyond technical skills; they expect healthcare professionals to excel in soft skills such as active listening, empathy, teamwork, and clear communication. In addition, in-demand technical skills include:

- Medical/dental expertise and familiarity with allied health practices
- Customer service and patient engagement
- Critical thinking, judgment, and time management

Most healthcare roles now combine formal education with on-the-job training and credentials to ensure that employees are ready to meet both clinical and interpersonal demands.

Advanced Manufacturing

The advanced manufacturing sector is rapidly evolving as automation, robotics, and digital technologies reshape production processes. Recent studies confirm a growing skills gap, with vacancies in manufacturing increasing significantly due to the shortage

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of workers trained in modern technologies. Key knowledge areas and competencies for success in advanced manufacturing include:

- **Technical Proficiency:** Understanding scientific principles, basic computer applications, mathematics, and technical reading/writing.
- **Digital Literacy:** Navigating modern software tools, data analytics, and information management systems.
- **Critical and Analytical Thinking:** Applying logic and reasoning to solve complex production challenges.
- **Adaptability:** Working effectively alongside automation and robotics while leveraging uniquely human skills like creativity and problem solving.

Additional workplace competencies such as business fundamentals, teamwork, flexibility, customer focus, strategic planning, and a commitment to sustainable practices are also essential. Hands-on experience remains invaluable as manufacturers continue to integrate new technologies into their operations.

Retail

The retail industry continues to offer valuable career opportunities, with roles that require a blend of hard and soft skills transferable across multiple sectors. Retail

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employees build a strong foundation through direct customer engagement and sales experience. Key skills in retail include:

- **Customer-Service Excellence:** Responsiveness to customer needs, clear product explanations, and effective recommendations.
- **Interpersonal Skills:** A friendly, outgoing demeanor that facilitates frequent interaction with customers.
- **Persistence:** Resilience in overcoming challenges and maintaining a positive outlook despite setbacks.
- **Sales and Persuasion:** The ability to clearly communicate product benefits and drive sales.

These skills not only support success in retail but also prepare employees for broader career opportunities in other industries.

Transportation and Logistics

The transportation and logistics sector demands a robust mix of technical and soft skills. Employers in this field look for individuals who can work well in team settings and demonstrate strong communication and problem-solving abilities. Essential competencies include:

- **Analytical Skills:** Proficiency in calculating, data analysis, and IT applications.

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- **Creative Problem Solving:** Developing innovative solutions to logistical challenges.
- **Interpersonal Communication:** Effective teamwork and collaboration across diverse groups.
- **Regulatory Compliance:** For many roles, such as commercial driving, a valid Commercial Driver's License (CDL) Class A—with specific endorsements for tankers and hazardous materials—is required.

Accommodations and Food Service

In the accommodations and food service industry, a strong service ethic and excellent customer relations are crucial. Whether working in front-of-house or behind the scenes, every team member contributes to a positive customer experience. In-demand skills include:

- **Customer Relations:** Engaging with guests courteously and effectively.
- **Attention to Detail:** Ensuring high standards in service delivery and operations.
- **Multitasking and Flexibility:** Managing multiple tasks efficiently while adapting to dynamic work environments.
- **Communication and Conflict Resolution:** Clearly following directions, handling transactions, and resolving issues calmly.

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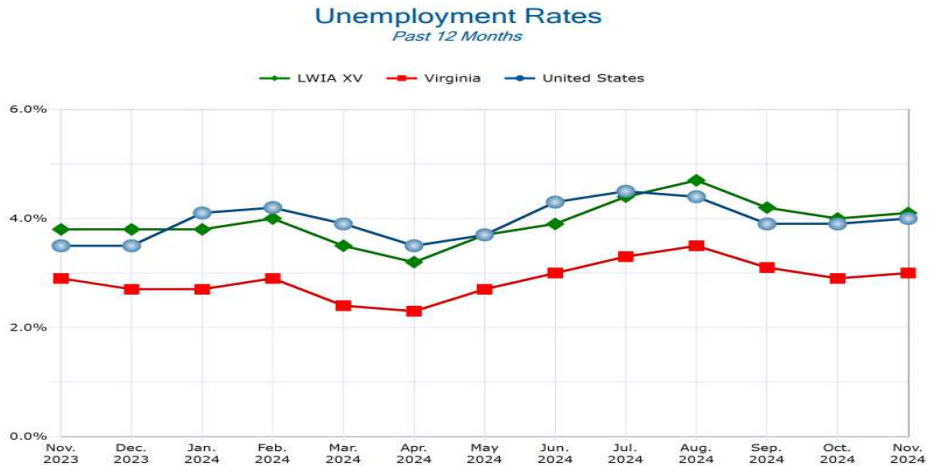
1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

With the region's unique workforce landscape shaped by its employment distribution, educational attainment, and prevailing wage levels, the opportunities are high but historical complicating factors continue to impact the labor force. The average unemployment rate in Fall 2023-2024 has averaged 4.4%, higher than the average statewide but on track with the national levels.



	LWIA XV	Virginia	United States
Nov. 2023	3.8%	2.9%	3.5%
Dec. 2023	3.8%	2.7%	3.5%
Jan. 2024	3.8%	2.7%	4.1%
Feb. 2024	4.0%	2.9%	4.2%
Mar. 2024	3.5%	2.4%	3.9%
Apr. 2024	3.2%	2.3%	3.5%
May 2024	3.7%	2.7%	3.7%
Jun. 2024	3.9%	3.0%	4.3%
Jul. 2024	4.4%	3.3%	4.5%
Aug. 2024	4.7%	3.5%	4.4%
Sep. 2024	4.2%	3.1%	3.9%
Oct. 2024	4.0%	2.9%	3.9%
Nov. 2024	4.1%	3.0%	4.0%

ource: Virginia Works, Economic Information & Analytics, ocal Area Unemployment Statistics.

Data shows that those who are unemployed are typically high school graduates or possess a GED and are primarily between the ages of 35-44 years old.

The educational levels within the Crater Region reveal a noticeable gap compared to state and national averages. Approximately 17% of individuals aged 25 to 64 in the region have attained a bachelor's degree or higher, which is lower than the broader averages. This disparity creates obvious challenges in attracting industries that require a highly educated workforce. One potential example is the recent growth of advanced pharmaceutical manufacturing facilities which require specialized skills.

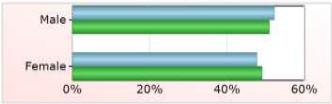
Characteristics of the Insured Unemployed

Total number of claimants: 838

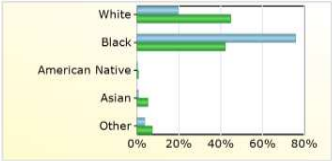
Crater Area (LWIA XV) - (838 claimants)

Virginia - (22,080 claimants)

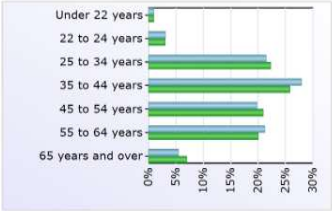
Gender	LWIA XV	Virginia
Male	438	11,245
Female	400	10,835
Unspecified		



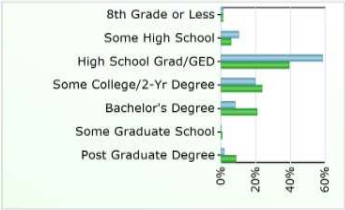
Race	LWIA XV	Virginia
White	164	9,889
Black	636	9,318
American Native	2	136
Asian	5	1,141
Other	31	1,596



Age	LWIA XV	Virginia
Under 22 years	8	210
22 to 24 years	26	667
25 to 34 years	180	4,926
35 to 44 years	234	5,696
45 to 54 years	166	4,621
55 to 64 years	178	4,420
65 years and over	46	1,540
Unknown		



Education	LWIA XV	Virginia
8th Grade or Less	11	241
Some High School	86	1,274
High School Grad/GED	491	8,676
Some College/2-Yr Degree	165	5,242
Bachelor's Degree	69	4,596
Some Graduate School	1	140
Post Graduate Degree	15	1,911
Unknown		



Source: Virginia Works, Economic Information & Analytics, Characteristics of the Insured Unemployed, December 2024.

Data also shows that a high number of single-parent households in the region can particularly in Petersburg City (70.6%), Emporia City (62.4%), and Hopewell City (60.2%), creates additional challenges such as limited childcare options, affecting job availability

and flexibility. This factor, coupled with the heavy reliance on sectors like accommodation and food services, which often offer lower wages and less stability, can impact overall economic well-being. Addressing these challenges requires targeted strategies, including educational initiatives, support for families and their children, and economic diversification to promote sustainable growth in the Crater Region.

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region. [WIOA Sec. 108(b)(1)(D)]

In response to the evolving WIOA training landscape, our region has implemented a broad spectrum of workforce development initiatives to meet both the educational and skill needs of job seekers and the employment demands of local businesses. The Business Solutions Team (BST) has combined efforts with the region's success Network group to avoid duplication of efforts and maximize effectiveness. The work of that combined group focuses on continuous engagement with employers to identify emerging training and skills requirements, ensuring that the most current information is rapidly shared with workforce partners who deliver essential training and education services. We work hand in hand with our local community colleges, universities and private training providers to ensure that programs actual deliver the skills that employers desire.

The region is fortunate to have a strong adult education provider in Southside Programs for Adult Continuing Education (SPACE) who delivers adult education services in basic

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literacy, GED preparation, and support for Limited English Proficient (LEP) individuals. Most recently, the SPACE program has partnered with the community college and the Title 1 program to provide remediation for adult learners in healthcare trainings, which has led to increased completer success.

Aligned with WIOA Title 1 priorities, the Adult, Dislocated Worker, and Youth Programs offer Individual Training Accounts that cover tuition, books, and other essential training supplies for eligible individuals. The CRWDB maintains an Eligible Training Provider List (ETPL), ensuring that approved training vendors deliver programs in high-demand local occupations with industry recognized credentials as the end goal.

1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services. [WIOA Sec. 108(b)(1)(D)]

The Crater Region's workforce development initiatives demonstrate a well-rounded and collaborative approach to addressing the evolving Workforce Innovation and Opportunity Act (WIOA) training landscape. One of the greatest strengths of this approach is the strong collaboration between workforce and business partners. The coordination between the Business Solutions Team (BST) and the Success Network helps prevent redundancy, ensuring that resources are used efficiently. Furthermore, continuous employer engagement allows training programs to remain aligned with real-time industry needs, improving workforce readiness.

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Another key advantage is the solid partnership between educational institutions and training providers. Community colleges, universities, and private training providers play a crucial role in ensuring that workers acquire the latest industry-required skills. The Eligible Training Provider List (ETPL) enforces high standards for training programs, ensuring they lead to industry-recognized credentials. Additionally, Southside Programs for Adult Continuing Education (SPACE) provides critical foundational education services such as literacy training, GED preparation, and support for Limited English Proficiency (LEP) learners. The partnership between SPACE, community colleges, and Title 1 programs specifically for healthcare remediation has helped increase success rates for adult learners looking to transition into new careers and serves as a model for future initiatives in other sectors.

Financial assistance through Individual Training Accounts (ITAs) plays a major role in supporting job seekers by covering tuition, books, and essential training supplies. This directly aligns with WIOA Title 1 priorities, making education and skill development more accessible to adults, dislocated workers, and youth. Furthermore, the emphasis on industry-recognized credentials ensures that training programs lead to certifications valued by local employers, thereby improving job placement rates and overall workforce employability.

Despite these strengths, there are some challenges and areas for improvement. Employer engagement, while strong, must continuously adapt to shifting industry

demands, which can create a lag between identifying skill gaps and updating training programs accordingly. Additionally, while SPACE provides essential adult education services, there may still be barriers preventing some individuals from fully participating. These barriers include limited access to childcare, transportation, and digital literacy training. Although some support exists for Limited English Proficiency (LEP) learners, expanding bilingual sector-specific training could further enhance accessibility for non-native speakers.

Scalability and funding remain concerns, as ITAs and training programs rely on consistent financial support that may fluctuate due to changes in federal and state budgets. Some individuals also require longer-term support beyond tuition and books, such as mentorship, apprenticeships, and work-based learning opportunities. Furthermore, while training programs exist, retention and completion rates may vary, particularly for individuals juggling work, family responsibilities, and education.

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

- 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 meeting 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 [WIOA Sec. 108(b)(9)]

The region has seen much growth and expansion in services to support local youth. With the formula funded allocated to the area being the largest portion of Title 1 funding, the focus is to serve at least 75% of out-of-school youth aged 16–24, while dedicating up to 25% of resources to in-school youth—primarily those who are nearing the end of their high school careers.

Working closely with a broad network of partners—the CRWDB and Title 1 staff ensure that community agencies are fully aware of the available services through various means of outreach and communication. The region has seen a significant increase in meaningful partnerships with organizations who serve and support youth which has led to increased opportunities to approach the unique challenges in service delivery to the youth population.

In alignment with current WIOA requirements, each youth participant who enrolls in

Title 1 services receives an Individual Service Strategy (ISS) that begins with assessments—using tools like the TABE for basic skills and Career Scope for career interests—to identify educational background, work history, disabilities, and other barriers. A dedicated career coach/case manager then coordinates tailored services, documents progress in the Virginia Workforce Connection (VAWC) system, and updates the ISS as new goals and supports are identified. Those services include reciprocal referrals with our community partners, ensuring that the youth receive all the services that are truly beneficial and needed for their success.

Those partners include community-based organizations, Adult Education programs, K–12 districts, social services, the juvenile justice and foster care systems, and direct engagement via community events and local Workforce Centers. The Title 1 program has significantly expanded their partnership with the government localities in the region which has resulted in unique opportunities for young people to participate in summer work experiences through a civic lens and encourages each local community to place value on the youth who are determining where to stay in the area or move elsewhere as they transition into adulthood.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- 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
[WIOA Sec. 108(b)(7)

BASIC CAREER SERVICES

- Conduct targeted outreach, intake, and orientation to connect youth and job seekers with the full range of services, programs, tools, and resources available through the Area 5 region
- Perform initial assessments to evaluate skill levels, aptitudes, abilities, and any supportive service needs.
- Provide comprehensive job search and placement support—both within and outside the area—including information on high-demand industry sectors, emerging occupations, and nontraditional work opportunities.
- Ensure access to current employment opportunities and labor market data.
- Supply performance metrics and cost information for approved training, education, and workforce service providers.
- Share updates on the performance of the local Workforce System.
- Offer detailed information on available supportive services, with appropriate referrals when needed.
- Assist with unemployment insurance (UI) claim filing and guidance.

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- Determine eligibility for workforce partner services, programs, and referrals.
- Provide support and guidance on applying for financial aid for training and education programs not covered under WIOA.

The resource rooms are equipped with modern technology—including multiple computers with Internet access, printers, fax machines, telephones, and copiers—to help job seekers search and apply for positions. A onsite job board with upcoming events as well as listings from Virginia Workforce Connection (VAWC) are available. Information on partner services and helpful career resources are readily available & dedicated staff members assist customers in navigating these services. The resource rooms are also equipped with accessible technology (e.g., screen readers, universal design workstations, ergonomic keyboards, and TTY connections) available for individuals with disabilities. Additionally, a looping screen presentation highlights upcoming classes, job fairs, veteran services, special grants, and other community events, while information sessions are offered on a regular schedule as well as by request for special cohorts.

INDIVIDUALIZED CAREER SERVICES

- Conduct comprehensive and specialized assessments to determine individual skill levels and specific service needs.
- Develop personalized employability plans that outline employment goals,

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achievement objectives, and a tailored combination of services to support each participant.

- Facilitate referrals to appropriate training services.
- Offer group and individual counseling, including career planning sessions.
- Deliver work readiness literacy activities tailored to improve job-related competencies.
- Provide case management for those seeking training services, including individualized in-area and out-of-area job search, referral, and placement assistance.
- Coordinate access to work experiences, transitional job opportunities, registered apprenticeships, and internships.
- Offer workforce preparation services to build essential skills—such as time management, communication, punctuality, personal maintenance, financial literacy, and professional conduct—ensuring individuals are ready for unsubsidized employment or further training.
- Conduct post-employment follow-up to monitor success and provide additional support as needed.

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TRAINING SERVICES

- Offer occupational skills training funded through Individual Training Accounts (ITAs).
- Provide adult education and literacy programs, including English Language Acquisition (ELA), integrated with technical and occupational training.
- Facilitate on-the-job training (OJT) opportunities.
- Support incumbent worker training initiatives.
- Develop programs that combine workplace training with related instruction, such as cooperative education experiences.
- Collaborate with private sector training programs.
- Deliver skill upgrading and retraining courses.
- Provide entrepreneurial training for those seeking self-employment.
- Offer customized training programs developed in partnership with employers committed to hiring upon successful completion.
- Deliver other training services as defined by updated workforce partner guidelines under WIOA.

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FOLLOW-UP SERVICES

- Implement follow-up support for WIOA participants in unsubsidized employment for up to 12 months after starting a new job.
- Maintain regular contact—at least monthly during the first three months, and at key intervals thereafter (including during the second, third, and fourth quarters)—via phone, email, text, or mail, to offer retention support and address emerging employment challenges.
- Document and track employment or credential attainment outcomes that occur post-program participation.
- Provide ongoing case management to ensure that participants continue to meet their employment goals and can access additional services if needed.

Section 2: Strategic Vision and Goals

Please answer the questions in Section 2 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here:

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https://www.dol.gov/agencies/eta/performance/performance-indicators) to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)

The CRWDB's mission is to align workforce services to meet the needs of local employers as well as job and education seekers.

The CRWDB's strategic vision is to be the comprehensive human capital resource for businesses and job seekers in the Crater Region.

The CRWDB's strategic goals are:

1. Establish new regional partnerships to provide the workforce services and resources that customers need.
2. Create a streamlined system of customer-facing workflows that is accessible to all customers, regardless of the barriers they face.
3. Improve communication of workforce services and programs to employers, job seekers, education seekers, and workforce partners.
4. Reduce regional workforce system barriers through innovative solutions and collaboration.
5. Establish a culture of continuous improvement by providing enhanced professional development opportunities for the CRWDB board members, board staff, and regional leadership.

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2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: virginiaworks.gov). [WIOA Sec. 108(b)(22)]

The Crater Regional Workforce Development Board (CRWDB) aligns its strategic vision and goals with the strategies outlined in Virginia's Combined State Plan to create a cohesive and effective workforce development system. Here's how the CRWDB's initiatives support the state's objectives:

Alignment with Economic Development and State Goals

The CRWDB implements strategies and policies that not only bolster local economic development but also resonate with the broader goals set by the Virginia Board of Workforce Development. This dual focus ensures that regional efforts contribute to statewide economic growth and workforce enhancement.

Policy Setting in Compliance with State Guidelines

By establishing policies for the local area that adhere to state guidelines, the CRWDB ensures consistency and coherence in workforce development initiatives across Virginia. This compliance facilitates a unified approach to addressing workforce challenges and opportunities.

Serving as a Regional Strategic Convener

The CRWDB acts as a regional strategic convener, collaborating with various stakeholders to address workforce development issues, including activities mandated by

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the Workforce Innovation and Opportunity Act (WIOA). This role fosters partnerships and leverages resources to meet both regional and state workforce needs.

Supporting the State's Vision and Strategic Goals

The CRWDB's strategic action plan is crafted to develop, align, and integrate service delivery strategies that bolster the state's vision and strategic goals for workforce development. This alignment ensures that regional efforts contribute effectively to the overarching objectives of Virginia's Combined State Plan.

2.3 Taking into account the analyses described in 1.1 through 2.2, describe a strategy to work with the entities that carry out the core programs to align resources available to the local area to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)

At CRWDB, we prioritize robust partnerships that drive coordinated service delivery and efficient resource sharing. Our One-Stop Memorandum of Understanding (MOU) clearly outlines each partner's responsibilities—from outreach and job fair organization to marketing and managing our One-Stop Center. Regular Partner Management meetings facilitated by our One Stop Operator provide system staff with the chance to explore new opportunities for resource sharing, ensuring that jobseekers and local businesses receive integrated, high-quality services.

Our system currently supports a diverse range of programs, including:

- WIOA Adult, Dislocated Worker, and Youth Services: Providing tailored

employment assistance and training.

- Adult Education and Literacy: Enhancing foundational skills for personal and professional growth.
- Carl Perkins Career and Technical Education: Delivering industry-relevant technical training and career education.
- Wagner-Peyser Employment Services: Streamlining job matching and placement processes.
- Unemployment Services: Assisting individuals through job transitions.
- TRADE Services: Focusing on skills development in the trade sectors.
- Jobs for Veterans State Grant Programs: Supporting veterans' transitions to civilian careers.
- Vocational Rehabilitation: Empowering individuals with disabilities to access meaningful employment.
- Title V Older Worker Program: Offering targeted training and placement for older workers.
- TANF and SNAP: Providing critical support to families in need.

Over the past 4 years, the CRWDB has prioritized enhancement of community

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engagement. This includes expanding its network of stakeholders throughout the Crater Region, ensuring a consistent and transparent flow of information and participating in and coordinating innovative activities and initiatives to engage the community at a higher level. All partners actively participate in our strategic planning process, contributing to a unified vision that aligns local efforts with state workforce development goals.

Key strategies driving our efforts include:

- Enhanced Integration: Advancing joint planning initiatives to merge program efforts.
- Aligned Planning and Budgeting: Ensuring our financial and strategic planning processes support both state and local workforce system goals.
- Collaborative Performance Metrics: Developing shared workforce skill standards, competencies, and industry performance measures.
- Coordinated Resources: Streamlining programs and services for greater system efficiency.
- Robust Information Sharing: Improving communication and coordination among partners.
- Standardized Processes: Implementing common protocols for intake,

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assessment, and information release (while respecting confidentiality).

- Unified Performance Measurement: Building a cohesive system for tracking outcomes and accountability under WIOA.
- Integrated Data Systems: Creating platforms to monitor progress and measure performance for both jobseekers and employers.
- Customer Service Excellence: Committing to continuous, data-driven improvements.
- Consistent Branding: Using American Job Centers or co-branding for core program activities.

Recognizing the growing importance of digital connectivity, CRWDB is also undergoing a website rebuild which expands the online platforms and virtual engagement tools to improve access to services.

2.4 Describe the local board 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:

- Regional vision for workforce development
- Protocols for planning workforce strategies that anticipate industry needs
- Needs of incumbent and underemployed workers in the region
- Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
- 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

- Generation of new sources of funding to support workforce development in the region

Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

The Crater Regional Workforce Development Board (CRWDB) has crafted a strategic plan that leverages both public and private resources to advance sector strategies, build robust career pathways, and enhance career readiness skills across the region. Central to this plan is a comprehensive regional vision for workforce development that sets the framework for proactive planning—anticipating industry needs and addressing the challenges faced by incumbent and underemployed workers. Through collaborative efforts, the CRWDB has established protocols for aligning local training initiatives, including registered apprenticeships and other on-the-job training opportunities, with the evolving demands of regional industries.

In addition, the CRWDB strategic plan emphasizes the alignment of monetary and non-monetary resources by integrating private funds, in-kind contributions, and newly generated funding streams. Clear standards and performance metrics have been set to ensure effective operational delivery, while strategic partnerships across public and private sectors drive accountability and continuous improvement. By uniting these diverse resources and expertise, the CRWDB is well-positioned to support innovative workforce development initiatives that not only meet the current economic needs but

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also foster sustainable long-term growth in the Crater region. Most notable in this effort is the contribution of locality funds to the CRWDB's budget and diversification of grant funding to include monies not awarded through formula funding. Continued efforts to increase locality & other unrestricted funding are a priority to ensure innovative approaches to outreach and service delivery can be implemented, which prove relatively impossible with traditional restricted grants.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Provide a description of the workforce development system in the local area that identifies:

- The programs that are included in that system
- How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- How the local board coordinates and interacts with Chief Elected Officials

[WIOA Sec. 108(b)(2)

The Crater Regional Workforce Development Board (CRWDB) places a high regard on robust partnerships and the coordinated sharing of services and resources. Detailed roles and contributions are clearly outlined in the One-Stop Memorandum of Understanding (MOU), ensuring that every partner understands their responsibilities.

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Regular Partner Management Team meetings are facilitated by the One Stop Operator to explore new avenues for resource sharing that enhance integrated service delivery for both jobseekers and businesses. The CRWDB system supports a comprehensive array of programs, including WIOA Adult, Dislocated Worker, and Youth services; Wagner-Peyser; Trade programs; Vocational Rehabilitation; Adult Education; Perkins Career and Technical Education; SNAP; TANF; Title V Older Workers; RESEA; and the Jobs for Veterans State Grant (JVSG). In addition, the CRWDB adheres to state quality standards for programs operating within Workforce Centers by employing a customer satisfaction survey & tracking of visitors (with important demographic and need based information). The CRWDB maintains a complaint log for those who may have concerns on the services they received and that feedback is used as a resource for Partner Management discussions on how we can continuously improve our service provision. This process reinforces our commitment to the "no wrong door" philosophy of collaborative service delivery, and encourages the use of multi agency referrals—all aimed at ensuring total customer satisfaction. Our operational oversight spans critical processes from intake and assessment to job placement, training, and employer outreach. Moreover, the CRWDB fosters professional development through shared partner opportunities and cross braiding of funds when allowable, while also promoting co-location and resource sharing to optimize resource management.

3.2 Describe strategies and services that will be used in the local area to:

- Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs
- Support a local workforce development system that meets the needs of businesses in the local area
- Better coordinate workforce development programs and economic development
- Strengthen linkages between the one-stop delivery system and unemployment insurance programs

These strategies and services 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 pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.
The local board generally serves as the "regional convener" and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No. 403-01, Change 1 Business Service Requirements outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers, and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer's outcomes and satisfaction with the workforce system through Business Services Teams. [WIOA Sec. 108(b)(4), Code of Virginia 2.2. Chapter 24 Section 2.2-2472.1]

The CRWDB has and will continue to implement a variety of strategies to actively facilitate employer engagement, emphasizing both small businesses and employers in in-demand sectors. These strategies involve a comprehensive outreach approach, including on-site visits to identify employer needs directly, employer roundtables to foster collaboration, and targeted workshops designed to share best practices.

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Employers will also be invited to participate in workforce development meetings, share insights, and engage with Business Solutions Team (BST), Chambers of Commerce & local economic development offices across the region. To continue addressing the specific needs of businesses, the local area offers customized workforce development solutions, such as incumbent worker training, on-the-job training programs, and industry-specific skills training. Additionally, career pathways initiatives will be expanded, especially in high-demand occupations, enabling current and potential workers to progress through professional development and credentialing that align with employer expectations. The CRWDB local system aims to create a seamless synergy between economic development programs and workforce services. By collaborating with local economic development agencies, industry associations, and regional partners, the system ensures that businesses receive full support in meeting their workforce needs. This collaboration will also leverage effective business intermediaries to provide valuable services, such as recruitment support, job matching, and workforce planning. The CRWDB places particular focus on industries that are both high-growth and critical to the regional economy, ensuring that investments in training, services, and resources are aligned with local economic goals and objectives.

CRWDB continuously reviews data and outcomes to gauge the effectiveness of these services, making adjustments as necessary to ensure that businesses and workers remain aligned in fulfilling the region's workforce and economic development goals. As the

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regional convener, the local board works closely with other workforce development entities and partners to develop and execute comprehensive employer engagement that meets workforce and business needs.

3.3 Describe how the direction given by the Governor and the local board 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. [WIOA Sec. 108(b)(22)]

Under the direction of the Governor, the CRWDB & one-stop operator have implemented targeted outreach and service protocols to ensure that recipients of public assistance, low-income individuals, and those who are basic skills deficient receive expedited access to adult career and training services through the associated Virginia Workforce Letter on Priority of Service. This involves a dedicated intake procedures to ensure jobseekers are categorized appropriately and specialized programming tailored to address unique challenges and barriers, ensuring they are prioritized in enrollment and support efforts. Internal and external monitoring strategies are utilized to continually assess and adjust how the POS population is served these vulnerable groups benefit from immediate, comprehensive, and effective workforce support.

3.4 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

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The CRWDB recognizes that a strong partnership between workforce development, economic development, and education is key to driving job creation and long-term regional growth. By acting as a regional convener, the CRWDB brings together public agencies, private industry, and community leaders—including partners like the Virginia Economic Development Partnership, Virginia Gateway Region, and the Crater Planning District Commission—to align strategies and leverage resources without duplicating efforts. These collaborations foster an environment that supports the expansion of the region's economic base while enhancing the quality and skill levels of the local workforce.

In pursuit of a shared vision for economic strength, the CRWDB employs a sector strategy approach that unites employers, educators, and workforce developers to address local skills gaps and build capacity through systems change and policy advocacy. To further stimulate entrepreneurial growth and microenterprise development, the CRWDB is partnering with the Metropolitan Business League and supporting APEX programs. These initiatives provide aspiring entrepreneurs with essential services such as business plan development, financial analysis, marketing strategies, and business education, all designed to promote sustainable business growth and job creation. Additionally, the CRWDB works closely with local chambers of commerce and other community partners to stay current on emerging opportunities, ensuring that the region remains competitive and attractive to new investments while

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also reaching out to specialized populations like veterans and transitioning service members.

3.5 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

In the Crater Region, the local board serves as a central hub for aligning education and workforce investment activities by actively partnering with secondary schools, community colleges, and other postsecondary institutions. Participation in exploratory meetings, joint planning sessions, and sharing pointed data allows the board to ensure that academic programs are closely aligned with the evolving needs of local employers and industry trends. This integrated approach not only helps create clear career pathways—from high school internships and dual-enrollment opportunities to technical certifications and apprenticeships—but also ensures that students receive the practical skills necessary to thrive in today's competitive job market.

Moreover, the board facilitates formal partnerships through Memoranda of Understanding and collaborative committees that bring together educators, workforce developers, and industry representatives. These partnerships enable the development of innovative programs, such as career academies and work-based learning initiatives, which are tailored to address local labor market demands. By coordinating strategies and pooling resources, the local board minimizes duplication of services while

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maximizing the impact of education and workforce investments. This coordinated effort not only enhances service delivery across the region but also supports a sustainable talent pipeline that drives long-term economic growth throughout the Crater Region.

3.6 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services. [WIOA Sec. 108(b)(22)]

The Crater Region is served by Brightpoint Community College (formerly John Tyler Community College), Southside Virginia Community College, and the Community College Workforce Alliance (CCWA), a partnership between Brightpoint and Reynolds Community College. These institutions offer a broad range of associate degrees, diplomas, and certificates, playing a vital role in workforce training for both new and existing businesses in the region. They also support the certification of career readiness credentials obtained in the Crater Area.

The Crater Regional Workforce Development Board (CRWDB) recognizes opportunities for deeper integration between these colleges and the region's Workforce Centers. This includes greater collaboration with admissions, financial aid offices, and career services and encouraging its programs remain up to date on the state's eligible training provider list. In response to the evolving needs of job seekers, the CRWDB has expanded virtual options for orientations, enrollment, and training. Up to date training information is shared with partners in the American Job Centers-Crater Region system to encourage

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reciprocal referrals to enhance access and awareness of available workforce development resources.

3.7 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

Supportive services are essential resources designed to help individuals overcome barriers to obtaining or retaining employment. The Crater Regional Workforce Development Board (CRWDB) provides supportive services after assessing needs during the development of the Individual Employment Plan or Individual Services Strategy.

One of the primary supportive services offered is transportation assistance. Given the rural nature of the region and the lack of public transportation, customers traveling for training, work experiences, or job interviews may qualify for assistance with gas cards or mileage assistance for each documented round trip.

In addition to transportation assistance, other allowable supportive services include:

Funding for books, uniforms, tools, and other necessary training materials, immunizations and drug screenings required for employment or training, certification and licensing exam fees, & other items deemed essential for successful program participation and job placement

Supportive services under Workforce Innovation and Opportunity Act (WIOA) Title I funding are only provided if they are not already covered by an employer or another

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funding source. If a participant is receiving services from multiple agencies—such as Trade Adjustment Assistance (TAA), local Department of Social Services, or the Department for Aging and Rehabilitative Services (DARS)—a case coordination meeting may be arranged by the service provider's case manager. This collaborative approach ensures that funds are effectively blended and that services are non-duplicative, maximizing the impact for the participant. CRWDB remains committed to ensuring that supportive services are accessible and effectively utilized to help individuals achieve their career goals.

3.8 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

The Wagner-Peyser program is a federally funded labor exchange initiative that connects job seekers with employers looking to fill positions. Virginia Works (the newly created state workforce agency) administers these services, assisting individuals in finding employment and employers in recruiting qualified candidates. Wagner-Peyser services are classified under basic career services in the Workforce Innovation and Opportunity Act (WIOA).

Job seekers and employers can access self-service labor exchange tools either at American Job Centers (AJC) or remotely via the Virginia Workforce Connection (VAWC) online system. To ensure streamlined coordination, all customers receiving workforce

services are encouraged to register in VAWC, regardless of their entry point or the partner agency assisting them. This helps minimize duplication and enhances service delivery.

As CRWDB is responsible to convene workforce services in the region, efforts are underway to identify and implement strategies to maximize coordination in the overall system as it relates to basic and individualized career services. Some of those strategies include:

Enhanced Data Sharing & Tracking – Strengthen integration of VAWC data with Workforce Center systems to ensure real-time tracking of job seeker and employer activities.

Cross-Training of Staff – Conduct regular training sessions for workforce partners on Wagner-Peyser services, labor exchange tools, and best practices to enhance service consistency.

Employer Engagement Initiatives – Develop targeted outreach efforts, such as industry roundtables and employer advisory groups, to better align services with business needs.

Workforce Center Co-Enrollment – Promote co-enrollment across workforce programs (WIOA, TAA, DARS, and Wagner-Peyser) to optimize resources and minimize service gaps.

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Streamlined Customer Referrals – Commitment by all partners to use the universal referral process to ensure job seekers receive comprehensive services across multiple workforce programs.

Performance-Based Collaboration Metrics – Track key performance indicators (e.g., job placements, retention rates, and employer satisfaction) to assess coordination effectiveness and drive improvements.

3.9 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

The Crater Regional Workforce Development Board (CRWDB) actively collaborates with local adult education providers to support workforce development efforts. This partnership focuses on helping individuals improve their literacy, numeracy, and employability skills, ensuring they are equipped for success in the labor market. Adult education services align with the Workforce Innovation and Opportunity Act (WIOA) by providing essential support for individuals who need to strengthen their foundational skills before entering or advancing in the workforce.

CRWDB works closely with Southside Programs for Adult Continuing Education (SPACE) and other adult education providers to offer services such as high school equivalency (GED) preparation and testing, English Language Acquisition (ELA) programs, digital

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literacy training, career readiness and workplace skills development, and integrated education and training (IET) programs.

The CRWDB and its local adult education partner were recently recognized for their outstanding collaboration with two prestigious awards: a statewide award from the Virginia Association for Adult & Continuing Education (VAACE) and a national award from the Coalition on Adult Basic Education (COABE). These awards highlight the strong partnership between workforce development and adult education in the Crater Region, demonstrating a shared commitment to improving educational access, workforce preparation, and economic mobility for individuals with barriers to employment.

To further enhance integration between workforce and adult education services, CRWDB is implementing several strategies, including co-enrollment initiatives to ensure adult education participants have direct access to workforce services, expanding employer partnerships for work-based learning and apprenticeships, aligning adult education programs with high-demand industry sectors to create clear career pathways, increasing access to digital and remote learning opportunities, and strengthening joint outreach and recruitment efforts to connect more individuals with available services.

3.10 Describe how the local plan shall:

- Specify the policies and protocols to be followed by all the region's workforce development entities when engaging the region's employers
- Address how the region's workforce entities will involve employers in the formation of new workforce development activities

- Identify what activities will be undertaken to address employers' specific workforce needs

[WIOA Sec. 108(b)(22)]

The Crater Regional Workforce Development Board (CRWDB) has established policies and strategies to ensure coordinated, employer-driven workforce development efforts in the region. Below are responses addressing key aspects of employer engagement, workforce development planning, and targeted workforce solutions. CRWDB will continue to encourage all organizations focused on workforce development to follow a structured, collaborative approach to employer engagement to ensure alignment with the region's economic and labor market needs. Key guidelines include:

Standardized Employer Outreach & Coordination – Business service representatives from partner agencies should coordinate outreach to employers, preventing duplication of efforts and ensuring consistent messaging.

Collaboration on Business Services – As previously mentioned, DARS and the CRWDB have joined forces to amplify an already successful cross-agency partnership furthering collaborative business services efforts. This group includes workforce development providers, economic development representatives, and industry partners, & meets regularly to align services and share information about employer needs and labor market trends.

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Integration with Economic Development – CRWDB works closely with regional economic development organizations to ensure that workforce strategies align with business attraction, expansion, and retention efforts.

CRWDB actively involves employers in shaping workforce development initiatives to ensure training programs meet industry demands. This includes supporting businesses in recruiting, training, and retaining a skilled workforce. Some strategies include:

Industry Sector Partnerships & Advisory Boards – CRWDB convenes industry-specific employer advisory groups to provide direct input on workforce needs, training curricula, and emerging skills gaps. One current example of this is the CRWDB's involvement with the Advanced Pharmaceutical Manufacturing (APM) Workforce Sector Partnership which is focused on developing a robust sectoral partnership for APM including engaging stakeholders, mapping resources, & a coordinated marketing effort to expand both talent & employers in the region.

Work-Based Learning & Apprenticeships – Employers collaborate with workforce entities to design and implement apprenticeships, internships, and on-the-job training (OJT) programs, ensuring participants gain skills that align with industry requirements.

Rapid Response & Business Transition Services – When businesses face layoffs or restructuring, CRWDB works as a part of the rapid response process to ensure both

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employers and employees understand the workforce transition services available to them including, retraining opportunities and connections to new employment.

Public-Private Grant Initiatives – CRWDB seeks grant funding in partnership with employers to develop training programs targeting high-demand industries, such as advanced manufacturing, healthcare, and logistics.

Employer-Driven Curriculum Development – Through partnerships with community colleges and training providers, employers help design and validate curriculum to ensure programs meet current and future workforce needs.

Customized Recruitment & Hiring Support – Workforce Centers provide job posting assistance, candidate pre-screening, interview coordination, and hiring event support to help employers efficiently fill positions.

Training & Upskilling Programs – CRWDB funds and facilitates industry-recognized credentialing programs, incumbent worker training, and skill-building workshops to help employers develop their workforce.

Access to Funding & Incentives – Employers are connected to funding opportunities such as WIOA training grants, Work Opportunity Tax Credits (WOTC), and on-the-job training subsidies to reduce hiring and training costs.

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Career Pathway Development – CRWDB works with employers and education providers to establish clear career pathways, helping businesses develop long-term talent pipelines.

Retention & Workplace Development Strategies – CRWDB provides guidance on employee engagement, diversity and inclusion initiatives, and workforce retention best practices to improve long-term workforce stability.

By implementing these policies and strategies, CRWDB ensures that employer engagement is proactive, strategic, and directly tied to regional workforce and economic development goals.

Section 4: Program Design and Evaluation

Please answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The Crater Regional Workforce Development Board (CRWDB) is committed to expanding access to workforce and supportive services through co-enrollment across core programs in partnership with the Partner Management Team. This effort ensures

that participants receive comprehensive services, maximizing the likelihood for success and decreasing the potential need for additional services in the future.

CRWDB has recently begun an effort to strengthen its collaboration with local Departments of Social Services (DSS) across the region to increase awareness and utilization of workforce and training services. CRWDB is requesting that workforce programs are actively promoted to DSS customers during intake sessions, and outreach efforts continue to encourage DSS caseworkers to refer their clients to American Job Centers (AJC) for employment and training opportunities. Current discussions are underway which hopefully will result in the presence of multiple locality DSS staff in the comprehensive center in Prince George, thus increasing the ability to directly connect more individuals to dual services.

CRWDB maintains a strong partnership with the Department for Aging and Rehabilitative Services (DARS) and other agencies to improve access to services for individuals with disabilities. Most recently, DARS and WIOA Title 1 staff have collaborated both on "field trips" for local high school students receiving DARS services to visit the workforce centers & on placement & supervision of students in work based learning opportunities. Adult Education, as a core WIOA program, provides foundational skills development to individuals who are basic skills deficient, helping them meet the qualifications necessary for employment and career advancement. Many students

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receiving Adult Education services in the region are enrolled in a partner(s) program which greatly increases the positive outcomes. (IET CNA reference?)

The CRWDB currently has an approved waiver to provide Title 1 Adult, Dislocated Worker and Youth services until 2028. Title 1 staff focus on serving individuals with barriers to employment and are required to develop an individual plan with each jobseeker that aligns with their identified priorities. More here….

Through these strategic efforts, CRWDB continues to enhance access to workforce development services, strengthen partnerships, and improve outcomes for individuals with barriers to employment in the Crater Region.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions, to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]

The Crater Regional Workforce Development Board (CRWDB) facilitates the development of career pathways to improve access to industry-recognized, stackable, and portable credentials aligned with regional workforce needs. These pathways help individuals (with the support of employer partners), especially those with barriers to employment, progress toward sustainable careers in high-demand industries such as advanced manufacturing, healthcare, IT, logistics, and skilled trades. By implementing the below strategies, CRWDB ensures career pathways provide structured, accessible

routes to credentials and employment, supporting workforce development and regional economic growth:

Industry-Driven Training & Credentialing

CRWDB collaborates with employers, community colleges, and training providers to develop programs aligned with workforce needs.

CRWDB ensures that programs added to the ETPL lead to recognized postsecondary credentials, including certifications, apprenticeships, and associate degrees.

Work-Based Learning & Apprenticeships

Expands apprenticeships, on-the-job training (OJT), and internships to provide hands-on experience.

Employers help co-develop training models integrating classroom instruction with real-world application.

Stackable & Portable Credentialing

Programs offer stackable credentials, allowing participants to build skills progressively toward higher-paying jobs.

Partnerships with community colleges and other industry training providers to ensure transferability of credits and credentials.

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Co-Enrollment & Integrated Services

CRWDB coordinates with WIOA Title I programs, Adult Education, DSS and DARS to provide wraparound support services (e.g., career coaching, transportation, digital literacy).

Integrated Education and Training (IET) programs help basic skills-deficient individuals earn credentials while improving literacy.

Employer Engagement & Career Awareness

Targeted roundtables & forums with employers safeguard that career pathways remain aligned with evolving employer needs.

CRWDB promotes career pathways through AJC Centers, providing career navigation tools, labor market data, and outreach to underrepresented populations.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The Crater Regional Workforce Development Board (CRWDB), in collaboration with its One-Stop Partners, is committed to maximizing efficiencies and resource utilization through co-enrollment across core programs. CRWDB most recently began to use a full customizable check-in process which ensures customers who visit the Centers are providing data which informs not only which programs they should be connected to for

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the most appropriate resources & assistance, but also tracks trends so the regional response can be truly effective.

Co-enrollment is a standard operating procedure at all AJC Centers, allowing participants to benefit from multiple services without duplication. The Partner Management Team meets as needed to assess customer needs, coordinate service delivery, and determine which partner can best provide specific support, ensuring efficient use of funding and resources.

By integrating services and fostering collaboration, CRWDB ensures that job seekers and workers receive comprehensive, seamless support, enhancing their ability to achieve sustainable employment and career advancement.

4.4 Describe one-stop delivery system in the local area, including:

A. The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

The Crater Regional Workforce Development Board (CRWDB) ensures the continuous improvement of eligible service providers by monitoring performance, aligning training with employer needs, and fostering collaboration among stakeholders. The board regularly evaluates providers based on job placement rates, credential attainment, and wage progression, offering technical assistance or corrective action when necessary. It

engages local employers to ensure training programs align with high-demand industries, such as healthcare, manufacturing, and IT, requiring providers to demonstrate strong industry partnerships. By leveraging data-driven decision-making, quarterly performance reviews, and customer feedback, the CRWDB refines service delivery to enhance workforce outcomes. Moving forward, this process is expected to evolve as the Virginia Board of Workforce Development has recently updated its Eligible Training Provider List (ETPL) policy. While the full impact of these changes is yet to be realized, the CRWDB remains committed to adapting its approach to ensure compliance and effectiveness as the policy is implemented in practice. Through these efforts, the board maintains a high-quality, demand-driven workforce system that meets the employment needs of local businesses, workers, and job seekers in alignment with WIOA's objectives.

B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

The Crater Regional Workforce Development Board (CRWDB) is committed to ensuring broad access to workforce services across the region, including remote and underserved areas, through technology, virtual services, and partnerships with community organizations.

Workforce services are available through American Job Centers (AJC), including the comprehensive center in the County of Prince George and an affiliate center in the City

of Emporia. These centers provide career and training services, access to the Virginia Workforce Connection (VAWC) for job search and employment resources, and referrals to partner programs that support job seekers and employers.

To further expand accessibility, CRWDB partners with community organizations, such as Community Action Agencies, local libraries, and nonprofit service providers, to increase access to digital services, technology resources, and workforce information. These partnerships help individuals—especially those in rural or underserved areas—connect to computers, internet access, and digital literacy support that can enhance their ability to apply for jobs, participate in training, and access career services.

CRWDB also leverages technology to provide virtual services through Zoom, Google Meet, email, and phone, allowing individuals to receive career assistance without the need for travel. Virtual job fairs further expand access to hiring opportunities, enabling job seekers to connect with employers from any location. Recently, the CRWDB has partnered with adult education to provide digital literacy workshops within the comprehensive center & future goals to expand that offering.

To enhance outreach, CRWDB actively utilizes its website and social media platforms such as Facebook & Instagram to share important information, hiring events, and workforce services highlights. Through integrated service delivery at AJC Centers, partnerships with community organizations, and expanded digital access, CRWDB

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ensures that all individuals, regardless of location, can access the workforce services they need to achieve employment and career growth.

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 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. [WIOA Sec. 108(b)(6)(C)]

The Crater Regional Workforce Development Board (CRWDB) ensures that the One-Stop System, its partners, and the One-Stop Operator comply with WIOA Section 188 and the Americans with Disabilities Act (ADA), as outlined in the One-Stop Memorandum of Understanding (MOU). Board leadership receives ongoing training on WIOA Section 188 and ADA requirements, and as part of the One-Stop certification process, all facilities, programs, services, technology, and materials are evaluated for compliance. Maintaining physical and programmatic accessibility is a requirement for certification.

The CRWDB Operations Manager serves as the Equal Opportunity (EO) Officer for both CRWDB and the American Job Centers (AJC) One-Stop Delivery System, & is subject to annual monitoring to ensure compliance. The centers must maintain universally accessible workstations, accessible furniture and equipment & software. Additionally, staff training occurs on at least an annual basis to address needs of individuals with

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disabilities. These trainings include disability basics, disability etiquette, and the use of assistive technology to meet the needs of individuals with disabilities.

Separately, the One-Stop Operator, as outlined in the Request for Proposal (RFP) and contract, is responsible for:

• Assisting in the expansion of the network of partners participating with the Virginia Career Works Centers;

• Facilitating efforts to improve client outcomes and customer satisfaction of service delivery and center operations within the region; and

• Ensuring adherence of the two Virginia Career Works Centers in the region to the standards defined by federal, state, and local policy.

Ensuring accessibility is a shared responsibility among all workforce partners. The Department for Aging and Rehabilitative Services (DARS) plays a key role in providing technical assistance to the One-Stop Operator as resources allow, ensuring appropriate accommodation and access for individuals with disabilities. DARS further supports workforce partners in upholding WIOA Section 188 non-discrimination provisions, reinforcing efforts to enhance accessibility and inclusion within the workforce system and American Job Centers.

D. Describe the roles and resource contributions of the one-stop partners. [WIOA

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Sec. 108(b)(6)(D)]

The roles and resource contributions of the American Job Centers - Crater Region partners can be found within the 2024 MOU: https://vcw-crater.com/wp-content/uploads/MOU-Modification-Fully-Executed-2024.pdf

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

CRWDB's one-stop centers are focused on continuing an integrated, technology-enabled intake and case management system to streamline services and improve access for job seekers and employers. This approach includes:

Unified Case Management System – As the Virginia Workforce Connection (VAWC) serves as the state system of record, it enables staff and partners to track participant progress across multiple programs, reducing duplication and improving coordination. This is an area that continues to need improvement as some system partners are still required to use their own external systems which at times create unnecessary burdens both from a data entry stance as well as coordinated case management efforts.

Center & Community Visitor Portal – Digital kiosks, powered by The Receptionist software allows individuals to submit information when entering a Center for the first time or participating in a system sponsored community event. The system logs

demographic information as well as important information on the purpose of their visit or their area of need, which can be easily duplicated the next time they visit. That information is then stored in a secure database which can be queried for quick relevant data.

Virtual & Hybrid Service Delivery – With the switch to fully paper free files in 2020, the Title 1 program has focused time and effort on maximizing access to virtual services. Title 1 program participants can enroll in services completely virtually without ever stepping in the building through a program called OneFlow which securely stores personal documents and allows participants to complete necessary enrollment documents, finalized with a digital signature. The Centers also include high powered internet connectivity to ensure that virtual meetings and digital communication tools are available to all staff which ensure job seekers can engage with resources more conveniently.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners. [WIOA Sec. 108(b)(22)]

The Crater Region Workforce Development Board (CRWDB) is dedicated to fostering a collaborative workforce development system that integrates education and training providers, community-based organizations, government agencies, and businesses. In alignment with Virginia's Workforce Innovation and Opportunity Act (WIOA) Combined State Plan and Local Workforce Development Area (LWDA) policies, partner

organizations provide essential services, including career counseling, job search assistance, training programs, and employment services. Additional services beyond these core offerings may be provided on a case-by-case basis, subject to approval by the Local Workforce Development Board (LWDB) and Chief Elected Officials (CEOs).

The One Stop partners & their roles for Area 5 can be found within the 2024 MOU: https://vcw-crater.com/wp-content/uploads/MOU-Modification-Fully-Executed-2024.pdf

G. Identify the Virginia Workforce Center Operator for each site in the local area. [WIOA Sec. 108(b)(22)]

The Crater Region's One Stop Operator is contracted through a competitive procurement process. The region extended a contract with Project Now, LLC on October 16th, 2025 as the One-Stop Operator. The One Stop Operator oversees operations in both career Centers in the Crater Region and will work to establish additional satellite meeting spaces in new areas of the region as needed.

H. Identify the physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned). [WIOA Sec. 108(b)(22)]

In an effort to maximize impact in the Region, the CRWDB is continuously developing and strengthening relationships with partner agencies that can contribute to the mission of the One-Stop strategy. It is anticipated that additional community based partners will

have an itinerant presence in both the comprehensive and affiliate centers within the next 6 months.

Comprehensive American Job Center (Prince George)

The comprehensive center is located at 4300 Crossings Blvd, Prince George, VA 23875. This facility houses multiple co-located agencies.

I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers. [WIOA Sec. 108(b)(22)]

Affiliate American Job Center (Emporia-Greensville

This Center was recently relocated to 321 Halifax Street, Emporia, VA 23847. This facility houses Title 1, Title III and Title IV services on a regularly scheduled basis. Additional partners provide services on an unidentified itinerant basis.

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

Eligibility for training funds under the Workforce Innovation and Opportunity Act (WIOA) is determined by federal, state, and local policies. WIOA mandates the coordination of training costs with other available grant assistance. Training funds are limited to participants who either cannot obtain financial aid from other sources, such as Pell Grants, or require additional support beyond what other grants provide.

To maximize funding resources, WIOA promotes braided funding, a strategy that combines multiple funding streams to support job seekers' training and employment

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needs. As part of this approach, workforce center staff co-enroll eligible individuals into all applicable publicly funded training programs.

WIOA Title I training services for eligible adults, dislocated workers, and youth are provided through Individual Training Accounts (ITAs). ITAs allow participants to select training programs from approved providers in consultation with a case manager. Participants are expected to actively manage their career development by utilizing labor market data, skills assessments, and provider performance information.

Training supported by ITAs must directly prepare participants for in-demand occupations as identified in this Local Plan. The Commonwealth provides labor market data and maintains a database to assist in identifying high-demand training areas. Local labor market data, provided credible sources, must justify all approved ITA training programs. By ensuring training aligns with labor market needs and leveraging multiple funding sources, CRWDB enhances job seekers' opportunities for sustainable employment. The CRWDB does have some category limitations on ITA's which are specified below:

Category	Maximum Allowance
Tier I Targets: Educational Services; Healthcare; Manufacturing; Professional, Scientific and Technical Services and Transportation and Warehousing (logistics)	$10,000
Tier II Targets: Administrative and Support; Construction; Finance; Hospitality and Retail	$8,000
Occupations for which the Virginia Employment Commission projects at least 1% annual growth; or those supported by a recent economic development announcement	$7,500
Occupations supported by a written letter from an employer committing to hire	$10,000

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4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

In the Crater Region, individuals have the flexibility to choose a training program that aligns with their career goals. To support informed decision-making, job seekers are provided with the Eligible Training Provider List (ETPL) and labor market information (LMI) to guide their selection process. These resources are also available to stakeholders assisting customers in their workforce journey.

The Eligible Training Provider List (ETPL) includes essential details such as program costs, locations, completion rates, credential attainment, job placement rates, and post-employment earnings. Labor market information (LMI) is reviewed with each customer to provide insights into job availability in the region, wage expectations, and career pathways with opportunities for advancement.

To accommodate different learning preferences and accessibility needs, training options include in-person instruction, virtual courses, and hybrid programs that combine both in-person and online learning. By providing comprehensive data and diverse training formats, the Crater Region ensures that job seekers can make well-informed, strategic decisions about their career and educational paths.

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

The related state board policy can be found here: https://virginiacareerworks.com/wp-content/uploads/VBWD-404-01-Change-1-ETPL-Policy-Approved.pdf

Special training requests may be considered for participants seeking training in areas not supported by local labor market data, provided their Individual Employment Plan justifies the request. To qualify, one of the following conditions must be met:

Training may be approved if the participant plans to relocate to an area where the occupation is in demand. It may also be granted if an employer provides documentation supporting the need for trained personnel in a specific occupation. Additionally, training may be approved if an employer provides a written commitment to hire the participant upon successful completion of their training.

By maintaining rigorous program reviews and allowing for special training considerations under specific conditions, CRWDB ensures that workforce training aligns with both regional labor market needs and individual career goals.

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

When the need for statewide rapid response activities arises, the CRWDB and the Rapid Response Coordinator coordinate efforts. Rapid response activities may be triggered by a Worker Adjustment and Retraining Notification (WARN) filing, direct contact from an employer, outreach from local officials or economic development directors, notification

from coordinator, or word of mouth from displaced employees seeking assistance at the American Job Centers.

Once a layoff or closure is announced, the coordinator, in collaboration with the local board and partner programs, schedules a meeting with the employer to assess the impact and explore layoff aversion strategies. If additional funds are needed beyond local WIOA formula funding, CRWDB could apply for Rapid Response funding to support affected workers. If layoffs proceed, information sessions and services are scheduled.

Lead staff responsibilities include receiving layoff notices, facilitating employer meetings, coordinating partners, and organizing Rapid Response events. These events provide affected workers with information on unemployment benefits, adult education, training programs, dislocated worker services, and social services. Customized employer services may include on-site job fairs, resource fairs, resume and interview workshops, and enrollment sessions for Virginia Workforce Connection (VAWC) and WIOA programs.

Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

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5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs. [WIOA Sec. 108(b)(22)]

The Crater Region Workforce Development Board (CRWDB) ensures WIOA Title I programs are effectively managed through regular oversight, monitoring, and transparent reporting of outcomes and performance measures.

CRWDB monitors service providers through routine reviews and evaluations to ensure compliance with WIOA regulations, contract requirements, and performance goals. This includes tracking enrollment, training completion, employment outcomes, and the appropriate use of funds.

Transparency is key to building trust with stakeholders, employers, and the community. CRWDB provides clear and accessible reporting on program outcomes and performance measures, ensuring accountability in how workforce programs impact job seekers and businesses. These reports help identify trends, improve services, and guide decision-making. Performance is reviewed on a quarterly basis at each Board of Directors and Chief Local Elected (CLEO) meeting.

When issues arise, CRWDB takes corrective action, which may include technical assistance, additional training, or program adjustments to improve results. CRWDB also collaborates with state agencies, workforce partners, and stakeholders to ensure programs align with labor market needs. Unfortunately, past contracted services

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providers for Title 1 had difficulty maintaining appropriate program & fiscal outcomes and as a result, contracts were terminated. Title 1 services are now provided by CRWDB staff under a waiver approved by the Commonwealth. CRWDB administrative executive staff are providing oversight and monitoring on a nearly daily basis to ensure that quality work is completed and outcomes are maintained.

By maintaining strong oversight, accountability, and transparency, CRWDB ensures that WIOA Title I programs effectively support job seekers, employers, and the regional workforce while maintaining public trust.

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board. [WIOA Sec. 108(b)(22)]

The Crater Region Workforce Development Board (CRWDB) and the Chief Local Elected Officials (CLEOs) are committed to maintaining transparency and public access to their meetings and activities in compliance with the Virginia Freedom of Information Act (FOIA).

CRWDB and CLEOs regularly share information with the public through electronic means and open meetings. This includes details on CRWDB activities, the local plan prior to submission, board membership, designation and certification of one-stop operators, grants or contracts awarded to youth service providers, and formal meeting minutes.

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To uphold openness and accountability, CRWDB, CLEOs, and any authorized subcommittees must:

- Conduct official business, deliberations, and decision-making only in public meetings, including policy recommendations, voting, and establishing procedures.
- Ensure all meetings are held in accessible locations for individuals with disabilities and provide information in alternative formats when needed.
- Provide public notice in accordance with state requirements, including advance notice of special or rescheduled meetings. Emergency meetings may be called without prior public notice only in cases of immediate threat to life or property.
- Require that all votes of CRWDB and CLEOs members be publicly cast and, in the case of roll call votes, properly recorded.
- Maintain written minutes of all public meetings, including the date, time, location, attendees, official actions taken, roll call votes, and public testimony.

Closed executive sessions may be held in accordance with Virginia FOIA provisions and may take place during or after an open meeting, or be scheduled separately. If a closed session is not pre-announced, CRWDB and CLEO members must receive at least 24 hours' notice, including the date, time, location, and purpose of the session. The reason

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for the closed session must be stated publicly before or after it takes place. No official action on matters discussed in a closed session may be taken until a formal vote occurs in an open meeting.

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds. [WIOA Sec. 108(b)(22)]

WIOA funds for Youth, Adult, and Dislocated Worker programs are tracked and monitored by funding source using the local area's accounting system (QuickBooks). The Finance Director, Executive Director, and grant recipient conduct monthly financial reviews to ensure expenditures remain within WIOA guidelines, utilizing reconciliation of the Monthly Expenditure Detail Report (MEDR).

The accounting system operates on an accrual basis, with monthly tracking of obligated funds to assess whether de-obligation or reallocation is necessary. This proactive financial oversight ensures funds are used efficiently and effectively to support workforce development initiatives. Finance staff and the Executive Director meet several times a month to discuss the budget to actual status to ensure that spending is in line with what was expected per quarter.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

The Crater Region Workforce Development Board (CRWDB) is committed to ensuring a fair and competitive process for awarding WIOA Title I Adult, Dislocated Worker, and Youth services. The standard practice is to conduct a Request for Proposals (RFP) process to solicit bids from potential service providers. This process evaluates proposals based on service quality, alignment with workforce needs, financial viability, ability to leverage additional funding, and targeted services for priority populations.

In the most recent RFP cycle, submissions either lacked the necessary quality or raised financial concerns, leading to a determination that outsourcing these services would not be in the best interest of the local workforce system. As a result, CRWDB received a waiver to provide Title I services in-house, ensuring high-quality service delivery while maintaining compliance with WIOA regulations.

By bringing these services in-house, CRWDB upholds neutrality in service provision while maintaining strong accountability, oversight, and responsiveness to the needs of job seekers and employers. The board remains committed to reevaluating service delivery options in future funding cycles to ensure the most effective workforce development solutions for the region.

5.5 Identify the entity responsible for the disbursal of grant funds. [WIOA Sec. 108(b)(15)]

The Chief Elected Officials has designated the County of Prince George as the grant

recipient for the CRWDB -LWDA-5. The Crater Regional Workforce Development Board is the entity responsible for the disbursal of grant funds as the designated fiscal agent.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources. [WIOA Sec. 108(b)(22)]

The Crater Regional Workforce Development Board (CRWDB) employs a strategic approach to maximize WIOA funds by integrating resources from federal, state, local, and philanthropic sources. This ensures a comprehensive and sustainable workforce system that effectively serves job seekers, employers, and the regional economy.

CRWDB braids funding from multiple sources to expand services beyond WIOA-funded programs. This includes co-enrolling participants in programs such as SNAP Employment & Training, TANF workforce programs, and grants from the Virginia Community College System (VCCS) & partner programs through Virginia Works (JVSG, Rapid Response, etc). By aligning these resources, CRWDB enhances access to training, employment support, and wraparound services for individuals facing barriers to employment.

At the local level, CRWDB collaborates with economic development agencies, chambers of commerce, and local governments to secure investments that support workforce initiatives. Additionally, partnerships with businesses and industry leaders help leverage employer-sponsored training, on-the-job training (OJT), and apprenticeship programs.

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CRWDB also actively pursues philanthropic and private-sector funding to complement WIOA resources. This includes working with foundations, community organizations, and nonprofit partners to expand workforce services, particularly for underserved populations.

By integrating funding sources and fostering strong public-private partnerships, CRWDB maximizes its impact, enhances program sustainability, and ensures that workforce development efforts align with regional labor market needs. CRWDB has been awarded an additional 1.6M in the past year through various projects that will help fill gaps and maximize impact in the over the next 3 years.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

WIOA Title I Performance - LWDA 05	State Accepted level/LWDA Final Goals PY 24&25
Adult	
Employment 2nd Quarter after Exit	**83.0%**
Employment 4th Quarter after Exit	**78.0%**
Median Earnings 2nd Quarter after Exit	**$5,969.00**
Credential Attainment within 1 year	**52.0%**
Measurable Skills Gain	**71.0%**
Dislocated Workers	
Employment 2nd Quarter after Exit	**86.00%**
Employment 4th Quarter after Exit	**85.00%**
Median Earnings 2nd Quarter after Exit	**$10,000.00**
Credential Attainment within 1 year	**66.0%**
Measurable Skills Gain	**68.00%**
Youth	
Employment 2nd Quarter after Exit	**76.0%**
Employment 4th Quarter after Exit	**77.00%**
Median Earnings 2nd Quarter after Exit	**$2,484.50**
Credential Attainment within 1 year	**54.0%**
Measurable Skills Gain	**68.00%**

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5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

The Crater Regional Workforce Development Board (CRWDB), serving as its own fiscal agent, ensures strong financial oversight, service provider accountability, and system effectiveness through key performance indicators (KPIs) aligned with WIOA regulations and local workforce goals.

Since CRWDB directly manages fiscal responsibilities, financial performance is measured by compliance with federal and state guidelines, timely and accurate reporting, adherence to budget allocations, and successful audits. Monthly financial reviews involving the Executive Director & finance staff (of which outcomes are shared at Board of Director meetings) ensure funds are effectively managed, obligated, and spent within WIOA guidelines.

For program performance, CRWDB evaluates the One-Stop delivery system and service providers (when applicable) based on WIOA-mandated metrics, including:

- Employment rates in the second and fourth quarters after program exit
- Median earnings of participants post-exit
- Credential attainment rates for individuals completing training programs
- Measurable skills gains indicating progress toward employment goals

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- Effectiveness in serving employers, including job placements, business engagement, and retention rates

Additionally, customer satisfaction surveys and partner feedback help assess the quality of services, accessibility, and overall system effectiveness. Performance data is reviewed regularly, and if deficiencies are identified, CRWDB implements corrective action plans, technical assistance, or process improvements to enhance service delivery.

By maintaining strong financial oversight, data-driven evaluations, and continuous improvement strategies, CRWDB ensures its fiscal and programmatic responsibilities support a high-performing, efficient workforce system that meets the needs of job seekers, employers, and the region.

5.9 Provide a description of any replicated cooperative agreements 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. [WIOA Sec. 108(b)(14)]

The Crater Regional Workforce Development Board (CRWDB) collaborates with Virginia Department for Aging and Rehabilitative Services (DARS), and other subject matter experts to improve services for individuals with disabilities and underserved populations.

Efforts include cross-training staff on disability accommodations, assistive technology, and inclusive employment strategies. Data-sharing agreements and integrated case management improve referrals and service coordination.

CRWDB also partners with employers to promote inclusive hiring, workplace accessibility, and customized employment opportunities. Through these collaborations, CRWDB ensures individuals receive the support, training, and opportunities needed for workforce success.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board. [WIOA Sec. 108(b)(18)]

The Crater Regional Workforce Development Board (CRWDB) has faced historical challenges but has made significant strides in stability and growth over the past three years. To continue this progress and become a high-performing board, CRWDB is committed to strengthening governance, improving service delivery, and fostering strategic partnerships.

Key actions include enhancing board engagement by ensuring members are actively involved in policy-making, oversight, and workforce system alignment. Regular training and development opportunities are provided to keep board members informed of WIOA regulations, labor market trends, and best practices in workforce development.

CRWDB is also refining its performance monitoring by implementing data-driven decision-making and regularly evaluating program outcomes, financial management, and service effectiveness. If performance gaps are identified, corrective action plans and technical assistance are used to drive continuous improvement.

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Strengthening partnerships with employers, educational institutions, and community organizations is another priority. CRWDB actively collaborates with regional industries and training providers to ensure workforce programs align with current labor market demands and economic development goals.

Finally, the board is committed to operational transparency and public accountability by openly sharing performance data, financial reports, and strategic initiatives with stakeholders. Through strong governance, continuous improvement, and collaborative partnerships, CRWDB will sustain its growth and establish itself as a high-performing workforce board that effectively serves job seekers and employers in the region.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

**Information will be included here after the public comment period has concluded.

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5.12 Describe professional staff development strategies, including:

- Process used to ensure staff receive 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
- Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Board of Workforce Development Policy 300-06

[WIOA Sec. 108(b)(22)]

The Crater Regional Workforce Development Board (CRWDB) ensures continuous professional development for staff through regular training, performance monitoring, and adherence to state workforce policies. Staff receive ongoing training in workforce development practices through state and local workshops, webinars, and professional development programs designed to keep them informed of best practices and policy updates. To ensure effective use of the Virginia Workforce Connection system and compliance with timely data entry requirements for WIOA services, the board provides hands-on system training, periodic audits, and technical support to maintain accurate and up-to-date records. Staff performance and customer service quality are assessed through performance evaluations, customer feedback surveys, and service delivery reviews, allowing for targeted coaching and improvement strategies. Additionally, the CRWDB follows a structured process to meet and maintain staff certification and Virginia Workforce Center certification, in accordance with Virginia Board of Workforce Development Policy 300-06, ensuring all personnel and centers adhere to state-mandated standards for excellence in service delivery.

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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 Chief Elected Officials, and with the benefit of an open and inclusive plan development process and the required 30-day public comment period.

Local Area Name / #	
Local Plan Point of Contact:	
Address:	
Phone/e-mail:	

Typed Name & Signature of WDB Chair	**Date**

Typed Name & Signature of Chief Elected Official Consortium Chair	**Date**

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

Entity: _____ Contact: _____

Address: _____ Phone/Email: _____

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Local Plan Required Attachments

Please provide the links to the documents listed below in the boxes marked "Click here to enter text." If such links are not available, please include copies of the documents with your submission. It is preferred to have all materials in a single document if practical.

1. Current Chief Elected Official Consortium Agreement: **Click here to enter text.**
2. Current Chief Elected Official LWBD Agreement: **Click here to enter text.**
3. Current LWBD organizational chart **Click here to enter text.**
    a. Identify board oversight and program administration
4. Copies of executed cooperative agreements (i.e. MOUs) between the LWBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under Title I of the Rehabilitation Act of 1973 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
    a. **Click here to enter text.**
    b. Cooperative agreements as defined in WIOA section 107(d)(11))
    c. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))
5. LWDB Policies: provide the link to all policies on the LWDB website

Click here to enter text.

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