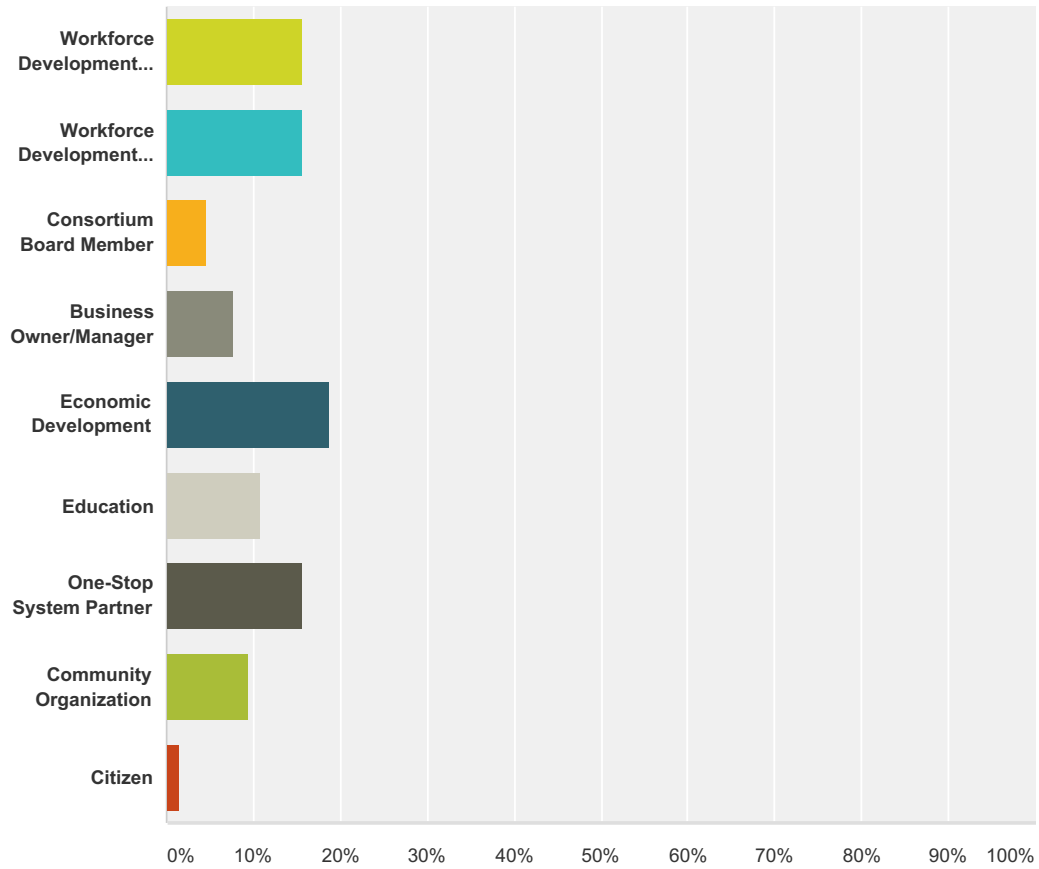


Q1 You are representing:

Answered: 64 Skipped: 3



Answer Choices	Responses
Workforce Development Board Member (business rep)	15.63% 10
Workforce Development Board Member (partner rep)	15.63% 10
Consortium Board Member	4.69% 3
Business Owner/Manager	7.81% 5
Economic Development	18.75% 12
Education	10.94% 7
One-Stop System Partner	15.63% 10
Community Organization	9.38% 6
Citizen	1.56% 1
Total	64

#	Other (please specify)	Date
1	County of Giles Special Projects	11/14/2016 4:18 PM
2	Chief elected officials board	11/14/2016 12:33 PM

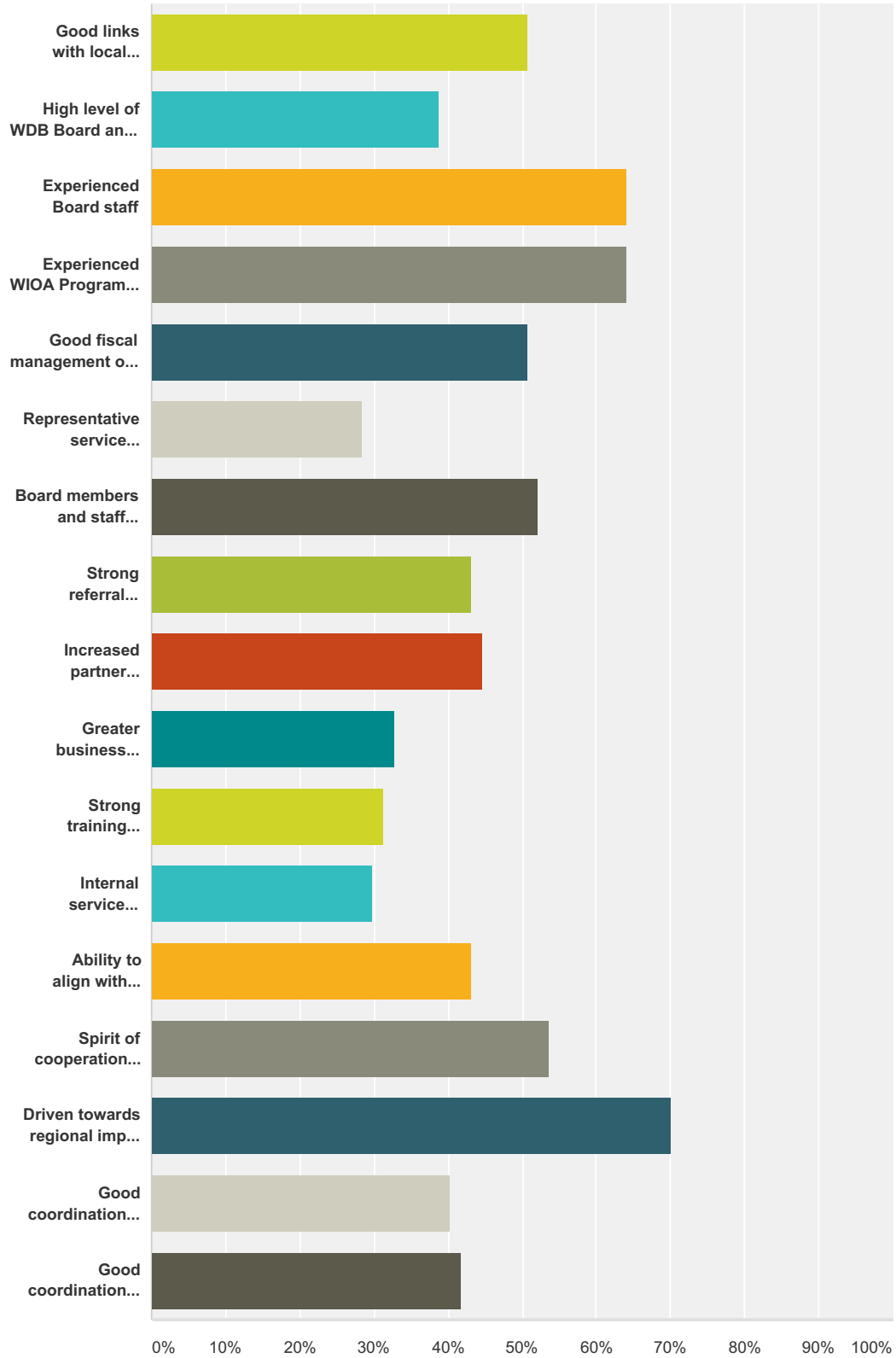
2016 SWOT Analysis

3	service provider	11/1/2016 4:41 PM
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Q2 What are the Workforce System's strengths Remember - Strengths are INTERNAL to our organization/network....something we can control. The following list is just a beginning. Choose any (or all) of these that apply and/or add your own.

Answered: 67 Skipped: 0

2016 SWOT Analysis



Answer Choices	Responses
Good links with local governments	50.75% 34
High level of WDB Board and Consortium Board member involvement and varied view points	38.81% 26

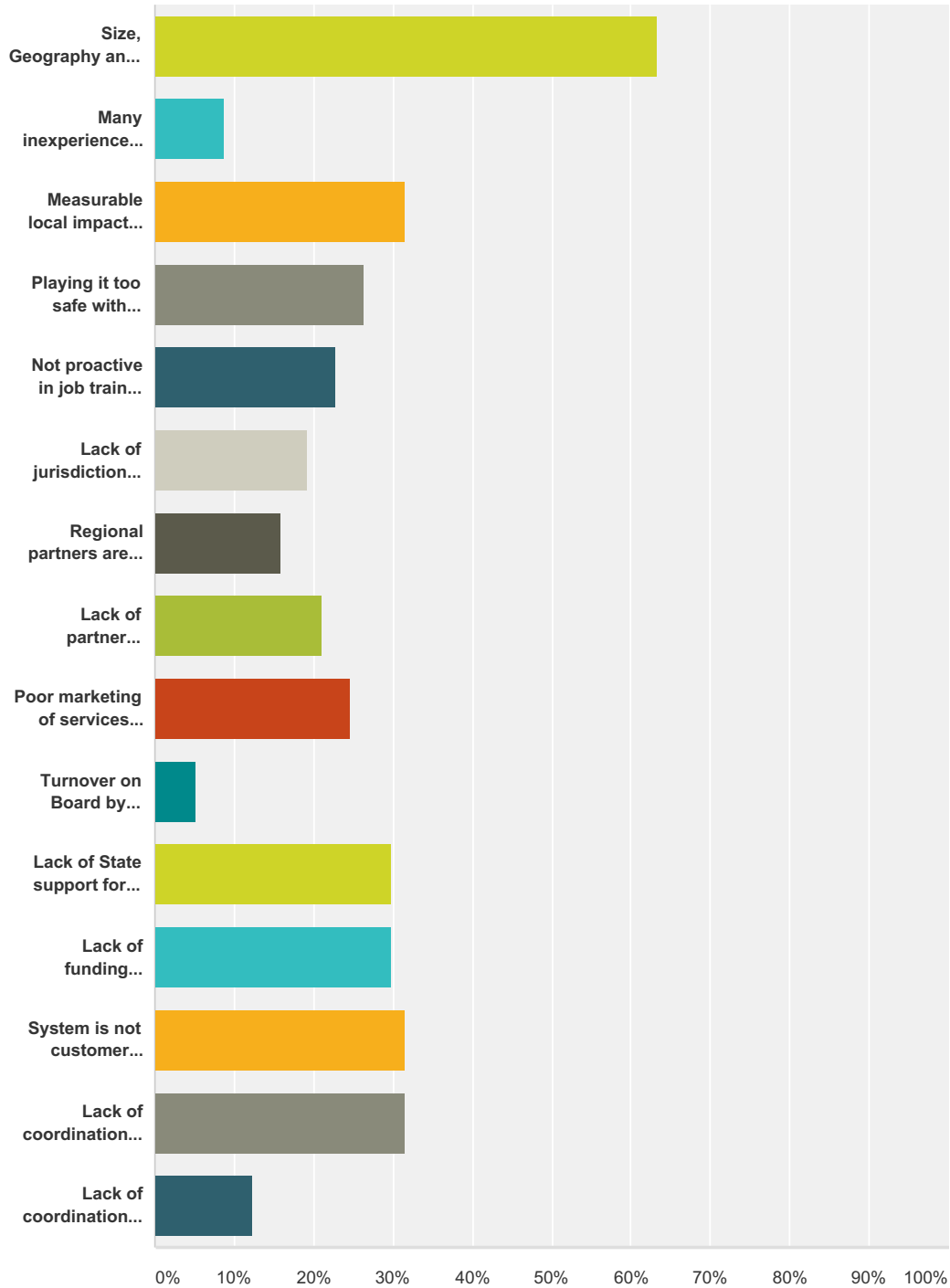
2016 SWOT Analysis

Experienced Board staff	64.18%	43
Experienced WIOA Program Operator staff	64.18%	43
Good fiscal management of WIOA programs	50.75%	34
Representative service delivery in every jurisdiction	28.36%	19
Board members and staff participate in many regional special projects of value –job fairs, symposiums, special grant projects, etc.	52.24%	35
Strong referral process among partner agencies within the one stop center and system	43.28%	29
Increased partner presence (over the years) in One-Stops and Workforce Centers	44.78%	30
Greater business involvement in board and regional activity	32.84%	22
Strong training provider selection and oversight by WDB	31.34%	21
Internal service delivery procedures are consistent and provide good compliance framework for service providers	29.85%	20
Ability to align with State Programs	43.28%	29
Spirit of cooperation between WDB and Consortium Board	53.73%	36
Driven towards regional impact in programs and initiatives	70.15%	47
Good coordination of various programs and/or organizations in serving business customers	40.30%	27
Good coordination of various program and/or organizations in serving job seeker customers	41.79%	28
Total Respondents: 67		

#	Other (please specify)	Date
1	I don't necessarily know about the things I did not check.	11/14/2016 4:18 PM

Q3 What are our Workforce System Weaknesses? Remember, Weaknesses are INTERNAL to our organization/network. They are things we need to improve on (and we can control). The following list is just the beginning. Choose any (or all) of these that apply and/or add your own.

Answered: 57 Skipped: 10



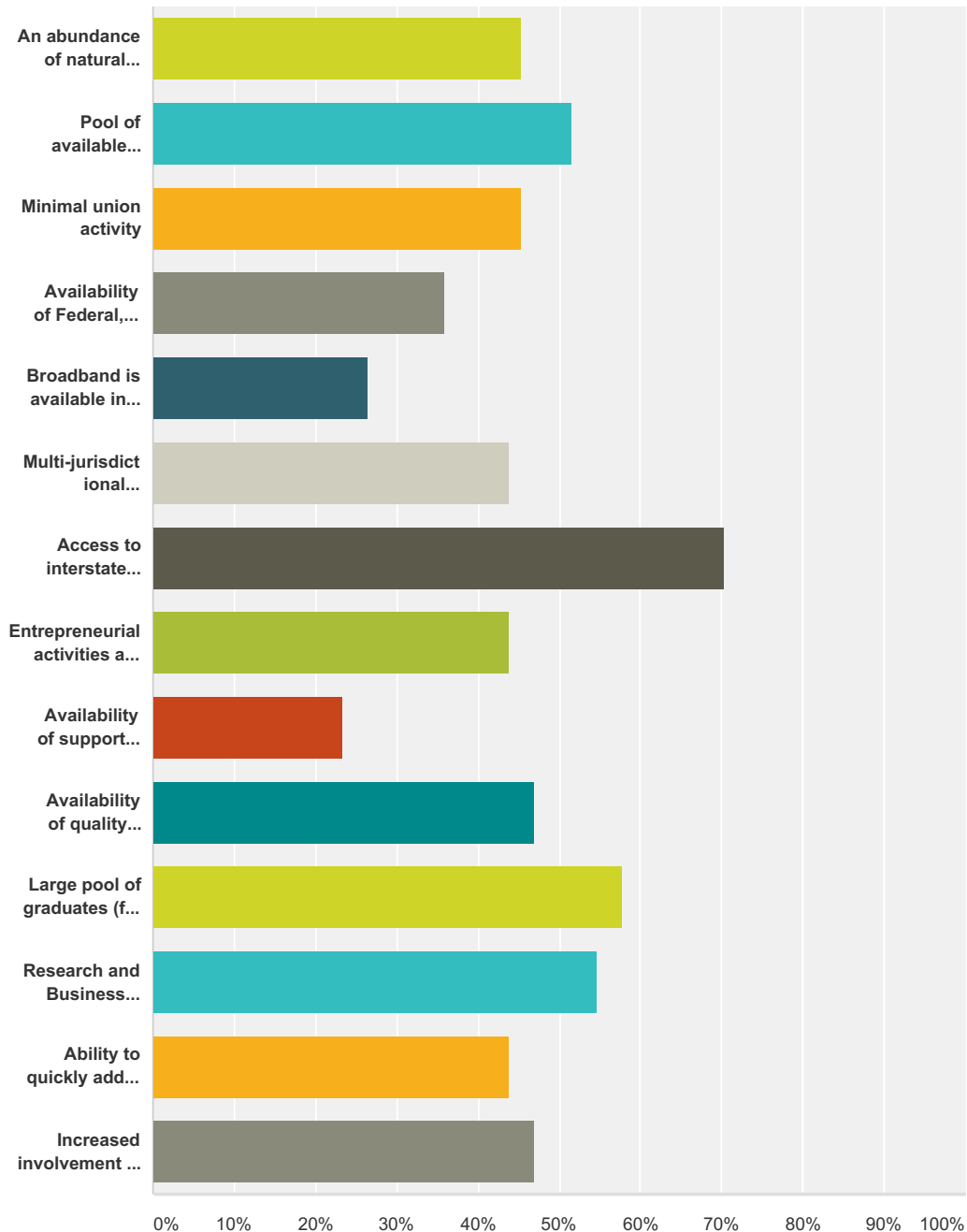
2016 SWOT Analysis

Answer Choices	Responses
Size, Geography and diversity of area	63.16% 36
Many inexperienced front-line service provider staff	8.77% 5
Measurable local impact (what have you done locally?)	31.58% 18
Playing it too safe with programs and services (not being creative and trying new ways of doing things)	26.32% 15
Not proactive in job training (future industries or jobs)	22.81% 13
Lack of jurisdictional coordination in workforce development/training initiatives - very competitive between PDC's and other WDAs	19.30% 11
Regional partners are inconsistent in core service delivery (varying degrees of customer driven service)	15.79% 9
Lack of partner presence/participation in some of our One-Stop Center/Workforce Center	21.05% 12
Poor marketing of services provided by the WDB	24.56% 14
Turnover on Board by Business Reps	5.26% 3
Lack of State support for region and regional issues	29.82% 17
Lack of funding diversity	29.82% 17
System is not customer friendly (accessing services is too difficult)	31.58% 18
Lack of coordination of programs/organizations in serving business customers	31.58% 18
Lack of coordination of programs/organizations in serving job seeker customers	12.28% 7
Total Respondents: 57	

#	Other (please specify)	Date
1	The inconsistency of funding types is an issue that I have always needed to check on. However, this may be something not under your control.	11/14/2016 4:18 PM
2	enrollment process requires much paperwork and time	11/8/2016 9:35 AM
3	Responsiveness of community colleges to provide flexible, quality training to help people quickly develop skills most needed by employers.	11/8/2016 9:20 AM
4	Local Impact is there, it just needs to be communicated.	11/8/2016 9:00 AM
5	we seem to meet and talk about problems a lot, would like to start to see some action on solving problems for both businesses and job seekers	11/3/2016 12:30 PM
6	Lack of clear public understanding of who can be served by the system and how	11/3/2016 8:56 AM

Q4 What are our Workforce System Opportunities? Remember, Opportunities are EXTERNAL. These are situations/things that may provide "opportunities" for growth and improved service. We cannot control them and they may be time sensitive. The following list is just the beginning. Choose any (or all) of these that apply and/or add your own.

Answered: 64 Skipped: 3



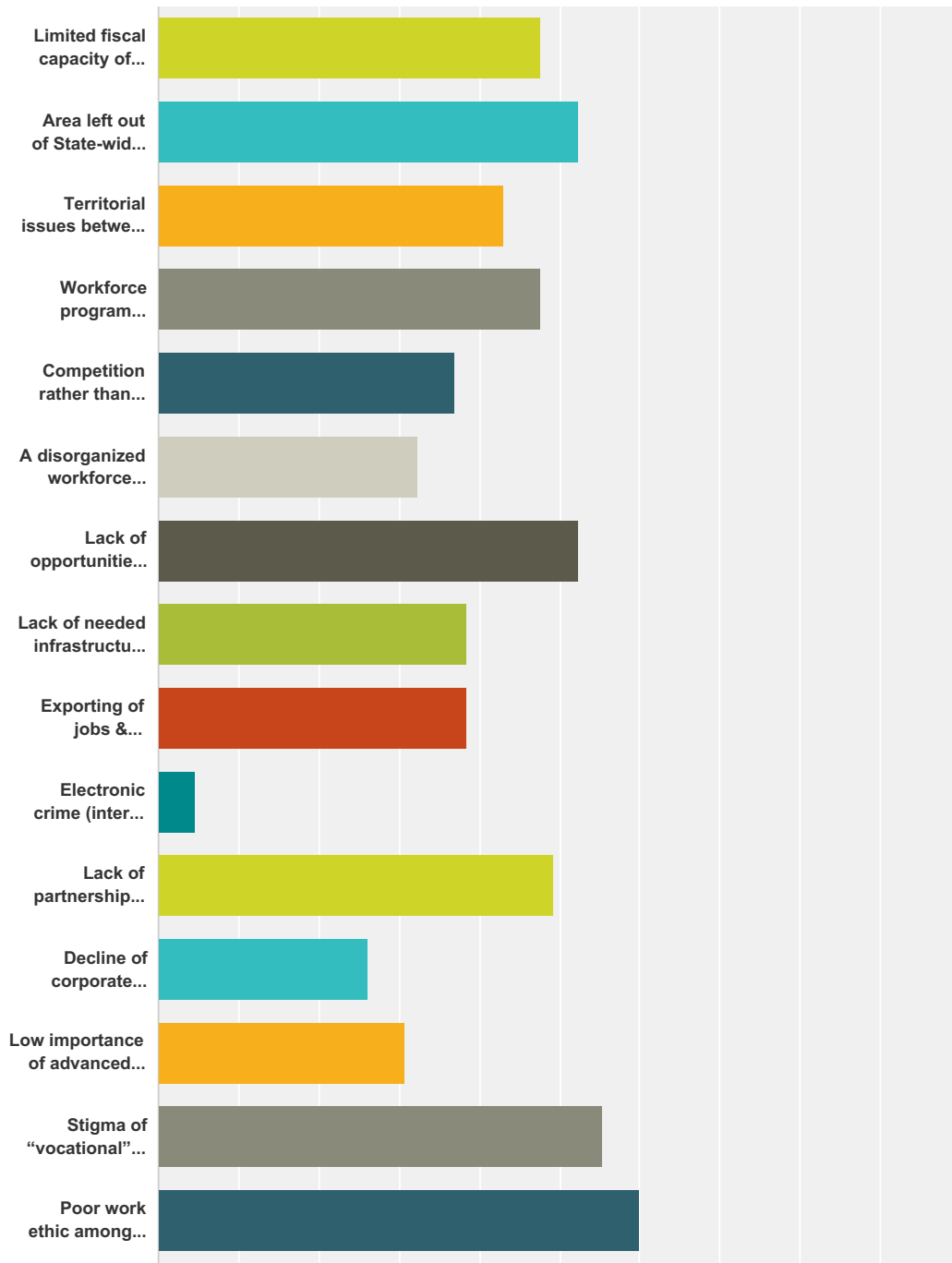
2016 SWOT Analysis

Answer Choices	Responses	
An abundance of natural resources & good environmental quality which may provide entrapreneursip opportunities.	45.31%	29
Pool of available workers, with upgradable skills and a good work ethic	51.56%	33
Minimal union activity	45.31%	29
Availability of Federal, state and private grants	35.94%	23
Broadband is available in many areas – completion of the "last mile" is possible	26.56%	17
Multi-jurisdictional cooperation (Regionalism)	43.75%	28
Access to interstate system	70.31%	45
Entrepreneurial activities and support	43.75%	28
Availability of support resources, capital and business sites for start-up and small businesses	23.44%	15
Availability of quality educational (P-20) and training resources	46.88%	30
Large pool of graduates (from VT, RU and three community colleges)	57.81%	37
Research and Business Development from VT & RU	54.69%	35
Ability to quickly add training programs at the community colleges to meet employer needs	43.75%	28
Increased involvement of business sector	46.88%	30
Total Respondents: 64		

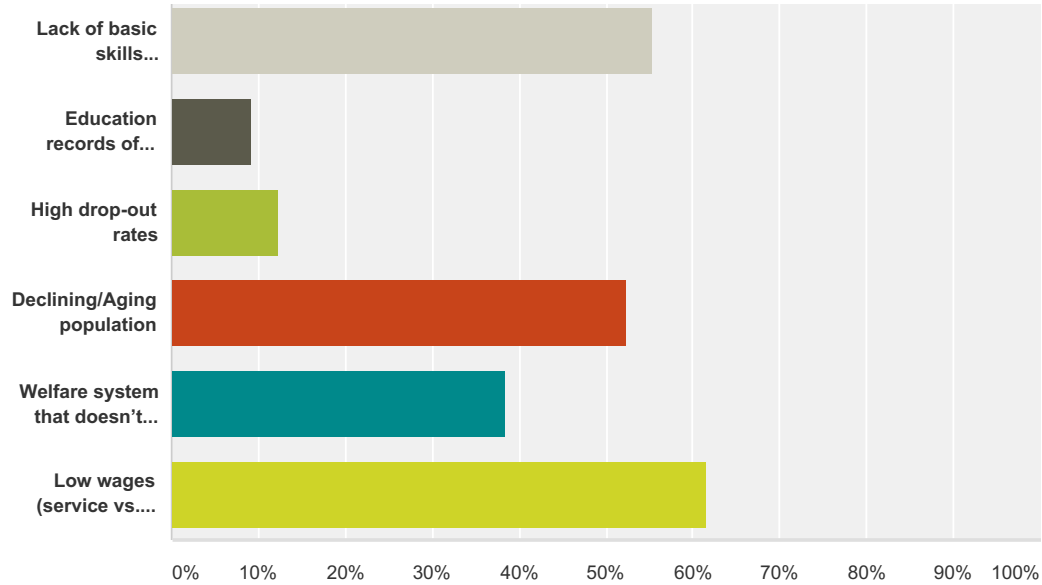
#	Other (please specify)	Date
1	The level and spirit of cooperation within Giles County consistently impresses.	11/14/2016 4:18 PM
2	I think we need to address the work ethic/skills in our region. Common feedback from business is "no one wants to work"... also need to address low wages, it's more beneficial for people to stay on public assistance than go to work. They have nothing to lose if they lose their job. This will require more business involvement.	11/3/2016 12:30 PM
3	Engaging in preventative programs for at-risk youth--connecting with experiential opportunities with local employers	11/3/2016 8:56 AM
4	Don't see maximum union activity as a negative.	11/2/2016 10:06 AM

Q5 What are our Workforce System Threats? Remember, Threats are EXTERNAL. These are situations/things that may challenge our existence or our ability to impact change. We cannot control them. We hope to avoid them or plan to lessen their impact. The following list is just the beginning. Choose any (or all) of these that apply and/or add your own.

Answered: 65 Skipped: 2



2016 SWOT Analysis



Answer Choices	Responses
Limited fiscal capacity of state and local governments (State government is failing to meet its obligations creating more financial stress on local governments)	47.69% 31
Area left out of State-wide decisions	52.31% 34
Territorial issues between State Agencies	43.08% 28
Workforce program requirements are too restrictive	47.69% 31
Competition rather than cooperation between localities for economic development	36.92% 24
A disorganized workforce development system (state-wide)	32.31% 21
Lack of opportunities for recent college graduates	52.31% 34
Lack of needed infrastructure for "knowledge based" workers (i.e.: broadband is not everywhere, lack of social & cultural amenities) creating a void in these high tech/high wage jobs	38.46% 25
Exporting of jobs & businesses (and projection of more job losses)	38.46% 25
Electronic crime (internet fraud)	4.62% 3
Lack of partnership between business, education & workforce system	49.23% 32
Decline of corporate involvement in community activities/initiatives	26.15% 17
Low importance of advanced education by some citizens	30.77% 20

2016 SWOT Analysis

Stigma of "vocational" training programs & careers	55.38% 36
Poor work ethic among younger workers	60.00% 39
Lack of basic skills (reading, writing, math) and soft skills	55.38% 36
Education records of regional K-12 schools	9.23% 6
High drop-out rates	12.31% 8
Declining/Aging population	52.31% 34
Welfare system that doesn't encourage job seeking and returning to work	38.46% 25
Low wages (service vs. production) – minimum wage is not a "living" wage	61.54% 40
Total Respondents: 65	

#	Other (please specify)	Date
1	We require a lot of business's just to work with us (in terms of paperwork, employment verifications across 4 quarters).	11/2/2016 11:50 AM

2016 SWOT Analysis

Q6 In general, how do you view the workforce system in our region?

Answered: 47 Skipped: 20

#	Responses	Date
1	I think the tools and key leadership are in place however the understanding of how we can work together seamlessly is missing. It feels that it is so difficult to put it all together without a road block in some cases. Of course this is primarily from a business user perspective. I feel programs tailored toward individuals are more user friendly.	11/15/2016 10:19 AM
2	The workforce system in our region is highly effective using a team approach with businesses, job seekers, and community partners.	11/14/2016 7:46 PM
3	We are improving regional coordination efforts, and there is much more work to be done in streamlining access to services. While we are training individuals in demand occupations, WIOA programs need to be braided with other funding sources to create more robust and dynamic programs to meet business needs.	11/14/2016 6:27 PM
4	Generally positive. Increased collaboration among partners required. Less restrictive program requirements needed to better align with mission and to more easily provide services to businesses.	11/14/2016 5:02 PM
5	Needs Improvement	11/14/2016 4:48 PM
6	Pro-active, working to educate existing workforce and provide employers with available,higher skilled workforce	11/14/2016 4:23 PM
7	Giles has taken considerable steps to dramatically enhance the quality of our workforce through multiple programs such as Expanded Pre-K, Summer Youth Work Program, Access to Community College Education, etc.. We will quickly realize a higher caliber workforce in Giles.	11/14/2016 4:18 PM
8	There appears to be a language barrier with ED folks. Too much jargon probably on both sides. I get the impression that there's money there. Are the requirements too restrictive to be helpful in general?	11/14/2016 1:57 PM
9	Excellent and creative staff of current board	11/14/2016 1:36 PM
10	Positive and effective relationships, but limited in resources to serve those of greatest need	11/14/2016 1:28 PM
11	Very strong. Provides help when needed.	11/14/2016 1:25 PM
12	Over a limited time I would say that it is improving.	11/14/2016 1:20 PM
13	While new at this and fairly plugged in, i feel the tools are there we just have to capture more customers and businesses	11/14/2016 12:33 PM
14	More responsive vs. proactive approach. Lack of private and affordable training. (Recent programs are helping this)	11/14/2016 12:01 PM
15	Very Good	11/14/2016 11:36 AM
16	Improving, increasing capacity, moving in the right direction despite disjointedness of partners and programs.	11/14/2016 11:33 AM
17	The system is complicated and difficult to navigate for most people.	11/10/2016 11:04 AM
18	The workforce system in our local area is both involved and supportive of the needs of our company.	11/10/2016 9:10 AM
19	Lazy	11/9/2016 12:28 PM
20	AWESOME Resource with good caring and skilled staff	11/8/2016 1:44 PM
21	A workforce system that focuses mainly on those that have fallen behind the curve at some point in their life is helpful to that individual, but not helpful for a business that needs a constant stream of qualified workers. This is still evident of a reactive system that is not proactively meeting the needs of businesses to sustain and grow in the area.	11/8/2016 1:24 PM
22	Very Good	11/8/2016 12:59 PM
23	Historically, it has been fragmented and in silos. It has improved, yet still work to be done.	11/8/2016 9:35 AM
24	I believe that the board staff are strong and that the relationship between the boards is positive. I think the greatest challenge is that lack of training to help people get the skills they need to be competitive.	11/8/2016 9:20 AM
25	getting better every year!	11/8/2016 9:18 AM
26	Have dedicated staff and working to improve the business and education relationships	11/8/2016 9:17 AM

2016 SWOT Analysis

27	The system is well organized, especially by the professional staff, and strives to make the most of the funding we receive. We seek new opportunities to serve.	11/8/2016 9:15 AM
28	It is a very structured program.	11/8/2016 9:03 AM
29	Lots of opportunity	11/8/2016 9:00 AM
30	A leader in the state with idea's and response. The state could learn alot from area 2.	11/7/2016 12:10 PM
31	I believe they are trying to make a difference but seemed to be restricted by the assistance they can offer at times.	11/4/2016 3:39 PM
32	Getting better at cooperating and communicating with one another.	11/4/2016 8:01 AM
33	Very good	11/3/2016 11:39 AM
34	It is a wonderful program and would be better if funding and communication were provided.	11/3/2016 10:30 AM
35	It's a monolith to me, and I should know more. It would be wonderful to have a diagram that shows who does what and where referrals should be made. I know there are some great people working in this arena--including Marty Holliday.	11/3/2016 8:56 AM
36	Highly functional with some needed cooperative improvements	11/2/2016 4:05 PM
37	It is improving.	11/2/2016 11:50 AM
38	Dedicated individuals fighting an uphill battle to encourage and support economic development in the region.	11/2/2016 10:06 AM
39	An important forum to coordinate various 'silos' of education, economic development, and private business to work toward the same goals.	11/2/2016 9:49 AM
40	One of the most collaborative regions, thanks to the leadership and staff. Working well, given the decentralized system that the state has created.	11/1/2016 10:41 PM
41	positive	11/1/2016 9:28 PM
42	We have a lot of strengths but need to be more sensitive to how younger generation perceives employment	11/1/2016 4:41 PM
43	Strong visionary regional leadership is often hamstrung by rigid program design at the federal and state levels. Overall, the system is laden with jargon that is difficult to understand. Everything external to the program needs to be written at a 6th grade reading level and should be polished up with graphic design skills to catch the intended varied audiences (job seekers, elected officials, corporate partners, etc).	11/1/2016 4:30 PM
44	I believe our system does a great job with the limited funding that we receive. Very creative in the ideas/plans that are put forward.	11/1/2016 4:15 PM
45	We need to provide for middle aged unemployed workers having trouble finding jobs. Training, skills update etc. They are having issues finding jobs after losing jobs .	11/1/2016 4:10 PM
46	The workforce system is strong, but the necessary available workforce is lacking. I think the programs that are in place would be wonderful if candidates were available.	11/1/2016 3:32 PM
47	Showing signs of improvement (of meeting the needs of businesses and economic development), but more partnership is still needed.	11/1/2016 3:24 PM

2016 SWOT Analysis

Q7 What would you like to see the NR/MR Workforce System accomplish in the next 5-10 years and what are the steps we need to take to accomplish that?

Answered: 41 Skipped: 26

#	Responses	Date
1	I feel that our goal from an economic development perspective is that the Workforce system be at a point to readily serve the business community with current and future workforce. If a company says we need x number of skilled welders than we all partner to make that happen as an example. Less restrictions, easier to partner across the programs. We need to have leadership understand that we have barriers to working together effectively. Less of a silo approach and more as a team.	11/15/2016 10:19 AM
2	Bring more work opportunities.	11/14/2016 7:57 PM
3	To continue to grow and have stronger relationships with the business sector in providing qualified staff for their job openings.	11/14/2016 7:46 PM
4	Fully develop sector strategies to build worker pipeline for high-growth sectors. Convene community service and public agencies/programs to conduct asset mapping (to include funding streams) and to strategize about combining resources to maximize impact. Collect data on long-term impact of program models to drive future investment. Establish business leaders to serve as ambassadors who promote connectivity with the workforce system. Advocate for additional "common sense" policy at the state level. Enlist the board to advocate as well.	11/14/2016 6:27 PM
5	True single point of contact for businesses. Universal intake/application. Single umbrella for all workforce programs.	11/14/2016 5:02 PM
6	A ready work force.	11/14/2016 4:48 PM
7	Make the available workforce programs easier for employers to access, and work with community colleges to increase the number and types of programs that will benefit the employers in the community	11/14/2016 4:23 PM
8	Everything possible to encourage more mid and high paying job opportunities for our workforce.	11/14/2016 4:18 PM
9	1) Split the two regions. The needs are not similar. 2) Simplify the language. Simplify the process.	11/14/2016 1:57 PM
10	Better partnership between business and board	11/14/2016 1:36 PM
11	Resources (child care, transportation) in addition to training for those of great need. Unfortunately, funding for such a comprehensive approach is greatly limited.	11/14/2016 1:28 PM
12	Ask businesses to contact and integrate plans if laying off to coordinate with wdb Teach for the future economy as well as local tradesman. We will need plumbers and electricians.	11/14/2016 12:33 PM
13	Private short term job training for higher paying jobs. (i.e. Lineman training provided by private business vs. public education. Funding available for training and equipment)	11/14/2016 12:01 PM
14	Business-led training, community-based workforce liaisons interacting regularly with business/ed/ec dev.	11/14/2016 11:33 AM
15	Improve the integration of educational resources in the region to better meet the needs of business (i.e. help close the "skills gap").	11/10/2016 11:04 AM
16	Work to improve the ethics among the younger workforce to improve communication and soft skills.	11/10/2016 9:10 AM
17	Force the population to work.	11/9/2016 12:28 PM
18	Connection with VT for follow up with Industrial Hemp farming, manufacturing, exporting and job creation in this industry.	11/8/2016 1:44 PM
19	Tie the ends together between the businesses and the training providers in such a manner that proactive workforce development happens in front of requirement changes due to regulations or technology.	11/8/2016 1:24 PM
20	Simple communications of available services with contact information in a single publication. Eliminate fragmented/duplications.	11/8/2016 10:20 AM
21	Web based data base for referrals and tracking that all partners have access to use.	11/8/2016 9:35 AM

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22	I would like to see high levels of business involvement informing the service side of exactly what they need now and what they anticipate to grow. I would like for education and training to support alternative ways for people to develop their skills. I would like to see stronger connections between human service agencies to assist those in most need of help to be productive. I would like to see programs measured for impact, not just outcomes. What is the social return on investment of these dollars? What happens when goals aren't met, can't be met? How can we operate in a higher level of accountability?	11/8/2016 9:20 AM
23	I like the way it is going now, focusing on sector strategies and working with the community colleges for stackable credentials	11/8/2016 9:18 AM
24	Work closely with the schools and CATE Centers and help our student know what is available and that they can go to school for whatever they want and come back/stay and make a good living.	11/8/2016 9:17 AM
25	Better coordination/participation from area businesses	11/8/2016 9:15 AM
26	Continue to grow what has been started in the last few years. The system has made great strides in all partners working together.	11/7/2016 12:10 PM
27	More collaborations with all groups to try to avoid duplication of services. In doing this we could strengthen our efforts and the community and streamline the process moving forward.	11/4/2016 3:39 PM
28	Continue building sector partnerships.	11/4/2016 8:01 AM
29	Improve relationships between businesses and training providers. Increase funding so it is easier to provide services to the clients.	11/3/2016 10:30 AM
30	I would like there to be an easy pathway for every person to pursue a marketable skill, to get to know some employers while they're in training, and to earn a living wage in the region upon graduation.	11/3/2016 8:56 AM
31	Become more well known to the public through better education of our systems.	11/2/2016 4:05 PM
32	A unified/streamline approach to serving business across the area (one that involves all partners). Communication to all partners regarding the vision and policies/requirements that align with that vision.	11/2/2016 11:50 AM
33	Improved system for internship and on-the-job training opportunities with connections to education/training institutions- for all workers, not just WIOA-eligible workers	11/2/2016 9:49 AM
34	Love the sector strategy work. Let's keep it moving forward! Also excited about the discussion of doing some "common denominator" training (such as safety, lean, good manufacturing practices, manufacturing technician, etc) for our local industries.	11/1/2016 10:41 PM
35	continue positive growth and service delivery	11/1/2016 9:28 PM
36	I would like to see more short term training opportunities in our region. As with many regions transportation is an issue and closer trainings would benefit everyone. Perhaps in our local schools.	11/1/2016 4:41 PM
37	Most of the items in question 6 can be addressed within the regional office, provided funds can be applied to the 'accessibility factor' of the overall program. In terms of program design restrictions at the federal and state level, perhaps that will need to be addressed state-wide by the regional directors association.	11/1/2016 4:30 PM
38	Perform miracles so we don't have so many plant closures!! Seriously, I believe we are on a good course of action, being proactive in our planning and assistance to our citizens.	11/1/2016 4:15 PM
39	Work hand in hand with employers to immediately take workers from workforce to work.	11/1/2016 4:10 PM
40	I would like to see more candidates have skills that most of the manufacturers find necessary, such as the ability to read a ruler and complete basic math functions. The programs are already in place which can be utilized to accomplish this, so the only thing left is to attract the workers. I think if the area becomes more attractive for economic development and new businesses, it will begin to draw more people to the area to replace the aging workforce.	11/1/2016 3:32 PM
41	Develop a strong support network for regional businesses and less competition between agencies and programs.	11/1/2016 3:24 PM