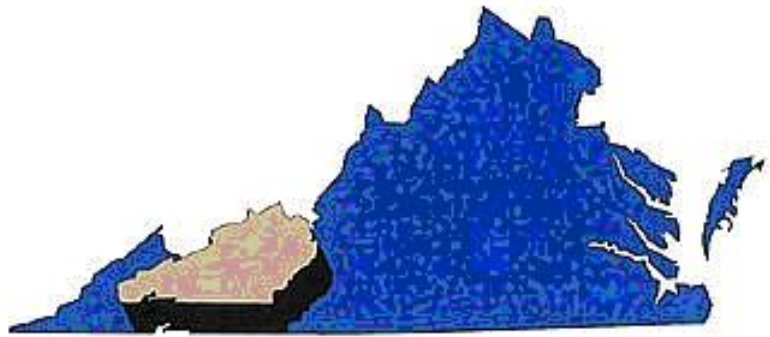


NR/MR WIA PY10 Strategic Plan

New River/Mount Rogers



Workforce Investment Board

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Dr. William Snyder - Chairman
Past President of Wytheville Community College, Wytheville VA

Mr. Bill Brown
Member of Montgomery County Board of Supervisors and Vice-Chairman of the NR/MR Workforce Investment Area Consortium Board

Ms. Linda Boggs
Director of Giles County DSS, Narrows VA

Mr. Mike Guy
District Three Governmental Co-Op, Marion VA

Dr. Alan Hawthorne
Director of Joint Industrial Development Authority, Wytheville VA

Mr. David Hutchins
Member of Carroll County Board of Supervisors and Chairman of the NR/MR Workforce Investment Area Consortium Board

Ms. Jennifer Jones
Executive Director of Wytheville/Wythe/Bland Chamber, Wytheville VA

Mr. Mike Maynard
Member of Grayson County Board of Supervisors

Mr. Howard Spencer
Member of Giles County Board of Supervisors

The NR/MR WIB's Strategic Planning Committee would like to thank the many stakeholders of the region that gave of their time and expertise to assist in making this plan a functional and working document for the area.

Information presented in this document is considered public information (unless otherwise noted) and may be distributed or copied. We strongly recommend that specific data be acquired directly from the listed source. While the New River / Mount Rogers Workforce Investment Board (NR/MR WIB) makes every effort to provide accurate and complete information, various data statistics are averaged for the area and not always representative of trends and/or activities of a single jurisdiction. The NR/MR WIB provides no warranty, expressed or implied, as to the accuracy, reliability or completeness of furnished data.

Introduction

The New Rivers/Mount Rogers Workforce Investment Board's Strategic Planning Committee (noted as SPC in the remainder of this document) has a vision of a proactive Strategic Plan that would identify the needs of the area and develop methods of meeting those needs through partnerships and collaboration of area agencies and organizations.

The development of this Strategic Plan was done in four stages:

Stage I – Plan and Process Development

Members of the WIB's Strategic Planning Committee met on March 9, 2010 to review the State Guidelines and to develop the process by which input from Regional Stakeholders would be gathered.

Stage II – SWOT Development and Needs Assessment

Local stakeholders (leaders in business, education, local government, and public and community services) were invited to participate one of four Regional Roundtables held throughout the NR/MR Workforce Investment Area, where their input into the SWOT Analysis and Critical issues facing our region was solicited. An overview of the WIB's mission and vision statements and the WIB's values was given to set the framework for each session. Information on the Regional Roundtables can be found in Attachment A.

Also during this same time an On-Line Employer Survey was available. Regional Employers were invited to participate through individual invitations and chamber of commerce support. Results from the Employer Survey can be found in Attachment B.

Stage III – Strategic Goal Development

The NR/MR WIB's SPC met to review data gathered from the Roundtable sessions and the Employer survey. Using this data and the State Guidelines, three Strategic Goals with Strategies and Action Items was developed.

Stage IV – Public Comment and Final Approvals

Using e-mail and public notices in regional papers, the NR/MR WIB notified the general public and regional stakeholders that the Strategic Plan was posted on the WIB's website for review and comment during the period of April 23, 2010 through May 18, 2010. All comments were taken into consideration. Notices and e-mails about the Draft Plan can be found in Attachment C.

On April 28, 2010 the NR/MR WIB gave preliminary approval to the Draft PY10 Strategic Plan. On May 19, 2010 the NR/MR WIA Consortium Board gave approval on the PY10 Strategic Plan. On April 26, 2010 the NR/MR WIB's Executive Committee approved the PY 10 Strategic Plan.

Mission Statement

The New River/Mount Rogers Workforce Investment Board strengthens the region's workforce by promoting opportunities for people of New River/ Mount Rogers Area to reach and maintain economic self-sufficiency, increasing the availability of a trained and skilled workforce for area employers, and assisting service providers in improving the level of training and services offered to clients.

Vision

The New River/Mount Rogers Workforce Investment Area has a workforce development system that produces an educated and skilled workforce that drives productivity and competitiveness in the region, resulting in competitive wages that enables citizens to increase their self-sufficiency and improve the area's economy.

Strategic Goals

1. Build on regional networks to enhance partnerships for a more effective and efficient workforce development system.
2. Enhance education and vocational training at all levels for a regional workforce with the skills to succeed in the 21st Century Economy.
3. Strengthen internal operations and decision making processes within the WIB and Consortium Board.

Values

- Importance of Leadership from Regional Employers
- Customer* Needs Driven
- Accountability of all Stakeholders**
- Efficiency and Effectiveness of Services
- Partnership of all Workforce and Economic Development Groups
- Career and Life Long Learning Opportunities

*Customers are employers and job seekers

**Stakeholders are all entities that have a "stake" in a strong workforce (i.e. local governments, regional employers, regional educational systems, regional economic development and workforce development agencies & organizations and citizens)

S.W.O.T. Analysis

Strengths (internal)

- Good links with local governments
- High level of board member involvement and varied view points
- Experienced staff and program operators
- Good fiscal management
- Representative service delivery by jurisdiction
- Board and staff participate in many regional special projects of value –job fairs, symposiums, special grant projects, etc.
- Strong referral process among partner agencies within one stop centers
- Increased partner presence (over the years) in One-Stops.
- Greater employer involvement in board activity
- Focused development on mission, vision, strategic plan by WIB.
- Strong training provider selection and oversight by WIB
- Internal service delivery procedures are consistent and provide good compliance framework for service providers
- Ability to align with State Programs
- Spirit of cooperation

Weaknesses (internal)

- Size, geography and diversity of the area
- Many inexperienced front-line service provider staff
- Negative impact that co-enrolling TRA has on service delivery to Dislocated Workers
- Measurable local impact (what have you done locally?)
- Playing it too safe with programs
- Not proactive in recruiting programs or providers
- Not proactive in job training (future industries or jobs)
- Consortium board inexperienced with oversight of WIA and WIA regulations/limitations
- Lack of jurisdictional coordination in workforce development/training initiatives - very competitive between PDC's
- One-Stop Centers are inconsistent in core service delivery (varying degrees of customer driven service)
- American Recovery and Reinvestment Act (ARRA) funding has resulted in wild swings in area activity (especially youth) and has resulted the stability of service delivery to "regular" customers
- Overall, WIB, WIB staff, service providers - lack of diversity
- Lack of partner presence/participation in some of our One-Stop Centers
- Poor marketing of services provided by the WIB
- Turnover on Board by Business Reps

Opportunities (external)

- An abundance of natural resources & good environmental quality
- Increased awareness and availability of “green” initiatives (and funding)
- Pool of available workers, with upgradable skills and a good work ethic
- Minimal union activity
- Availability of Federal, state and private grants
- Broadband is available in many areas – completion of the “last mile” is possible
- Multi-jurisdictional cooperation (Regionalism)
- Expansion of infrastructure (roads, water, sewer, etc)
- Access to interstate system
- Entrepreneurial activities and support
- Availability of support resources, capital and business sites for start-up and small businesses
- Availability of quality educational (P-20) and training resources
- Large pool of graduates (from VT, RU and three community colleges)
- Research and Business Development from VT & RU
- Ability to quickly add training programs at the community colleges to meet employer needs
- Access to international airport (CLT)
- Access to inland ports (Pulaski & Elliston) and Foreign Trade Zone (NRV Airport)
- Closer collaboration between workforce and economic development agencies/organizations
- Increased involvement of business sector
- Need to “tell our story”
- Attractions for tourism
- Low crime rates
- Low cost of living
- Access to quality healthcare

Threats (external)

- Limited fiscal capacity of state and local governments (State government is failing to meet its obligations creating more financial stress on local governments)
- Area left out of State-wide decisions
- Territorial issues between State Agencies
- Competition rather than cooperation between localities for economic development
- A disorganized workforce development system (state-wide)
- Lack of opportunities for recent college graduates
- 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
- Exporting of jobs & businesses (and projection of more job losses)
- Electronic crime (internet fraud)
- Lack of partnership between business & education
- Decline of corporate involvement in community activities/initiatives
- Low importance of advanced education by some citizens
- Stigma of “vocational” training programs & careers
- Poor work ethic among younger workers
- Lack of basic skills (reading, writing, math) and soft skills
- Education records of regional K-12 schools

- High drop-out rates
- Declining/Aging population
- Recession
- Welfare system that doesn't encourage job seeking and returning to work
- Continued disregard for the environment and natural resources
- Low wages (service vs. production) – minimum wage is not a “living” wage
- Dependence issues
- Inadequate public transportation
- Rising utility cost
- Displaced workers without a secondary credential

DRAFT

Background

Workforce Investment Area 2 (WIA 2) covers 4,324 square miles in Southwest Virginia, which includes two Planning Districts (3 & 4). WIA 2 consists of 13, mostly rural, jurisdictions (Bland, Carroll, Floyd, Giles, Grayson, Montgomery, Pulaski, Smyth, Washington and Wythe Counties and the Cities of Bristol, Galax and Radford). It's bordered (and somewhat influenced) by three other states, West Virginia (bordering Bland and Giles Counties), Tennessee (bordering Washington County) and North Carolina (bordering Carroll and Grayson Counties).

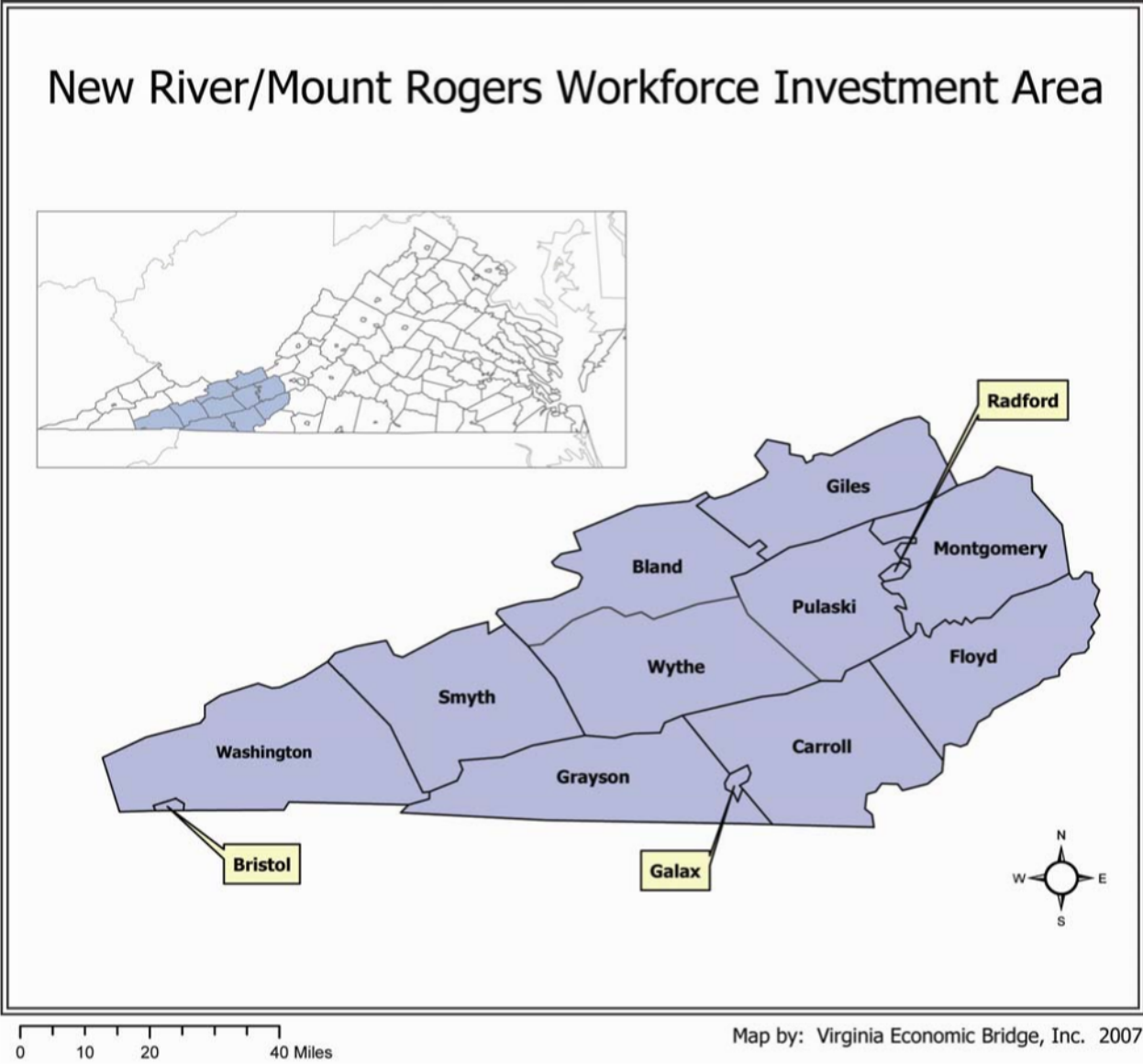


Figure 1

Population

Most jurisdictions in the WIA 2 are suffering from slow (or declining) population growth, which is lower than the state average. Many are projected to continue with this trend through 2030, unless positive changes can be made in their economy.

Jurisdiction	1990 Population	2000 Population	Final 2008 Population	2010 Projected Population	2020 Projected Population	2030 Projected Population	% of growth 1990-2000	% of growth 2000-2008
Bland	6,514	6,781	7,067	7,600	8,300	8,800	4%	4%
Carroll	26,594	29,245	30,160	31,000	32,900	34,900	10%	3%
Floyd	12,005	13,874	15,173	15,800	17,200	18,500	16%	9%
Giles	16,366	16,657	16,444	16,800	17,100	17,400	2%	-1%
Grayson	16,278	16,881	16,110	17,100	17,300	17,500	4%	-5%
Montgomery	73,913	83,629	90,724	90,800	97,900	105,000	13%	8%
Pulaski	34,496	35,127	34,409	34,200	34,000	34,000	2%	-2%
Smyth	32,370	33,081	31,933	33,800	34,500	35,200	2%	-3%
Washington	45,887	51,103	53,546	52,400	53,400	54,400	11%	5%
Wythe	25,466	27,599	27,904	28,600	29,600	30,600	8%	1%
Bristol City	18,426	17,367	17,501	16,800	16,600	16,400	-6%	1%
Galax City	6,670	6,837	6,764	6,800	6,800	6,800	3%	-1%
Radford City	15,940	15,859	15,536	15,700	15,700	15,700	-1%	-2%
WIA 2	330,925	354,040	363,271	367,400	381,300	395,200	7%	3%
Virginia	6,187,358	7,078,494	7,795,424	7,892,900	8,601,900	9,275,101	14%	10%

Source: Weldon Cooper Center

Table 1

WIA 2 has a relatively high percentage of people age 45 and older. Areas with growing, vibrant economies generally have a higher percent of their population in the 25-44 age groups (the peak employment years).

2008 Population by Age

Jurisdiction	% of 0-14 yr olds	% of 15-19 yr olds	% of 20-24 yr olds	% of 25-44 yr olds	% of 45-59 yr olds	% of 60-64 yr olds	% of 65+ yr olds
Bland	15%	6%	4%	28%	27%	5%	15%
Carroll	17%	6%	5%	25%	23%	7%	18%
Floyd	18%	7%	5%	25%	22%	6%	17%
Giles	19%	6%	4%	25%	22%	6%	17%
Grayson	16%	5%	5%	29%	21%	5%	17%
Montgomery	14%	12%	22%	25%	15%	3%	9%
Pulaski	17%	6%	4%	26%	24%	6%	16%
Smyth	18%	6%	6%	26%	22%	6%	17%
Washington	17%	6%	6%	26%	23%	6%	17%
Wythe	18%	6%	5%	26%	22%	6%	16%
Bristol city	17%	6%	6%	25%	20%	6%	20%
Galax city	21%	6%	6%	26%	19%	5%	17%
Radford city	11%	17%	29%	19%	11%	3%	9%
NR/MR WIA	16%	8%	10%	25%	20%	5%	15%
Virginia	20%	7%	7%	29%	21%	5%	12%

Table 2

Source: Weldon Cooper

Note: The high percent of 15-24 yr olds in Montgomery and the City of Radford is due to each locality housing a state university.

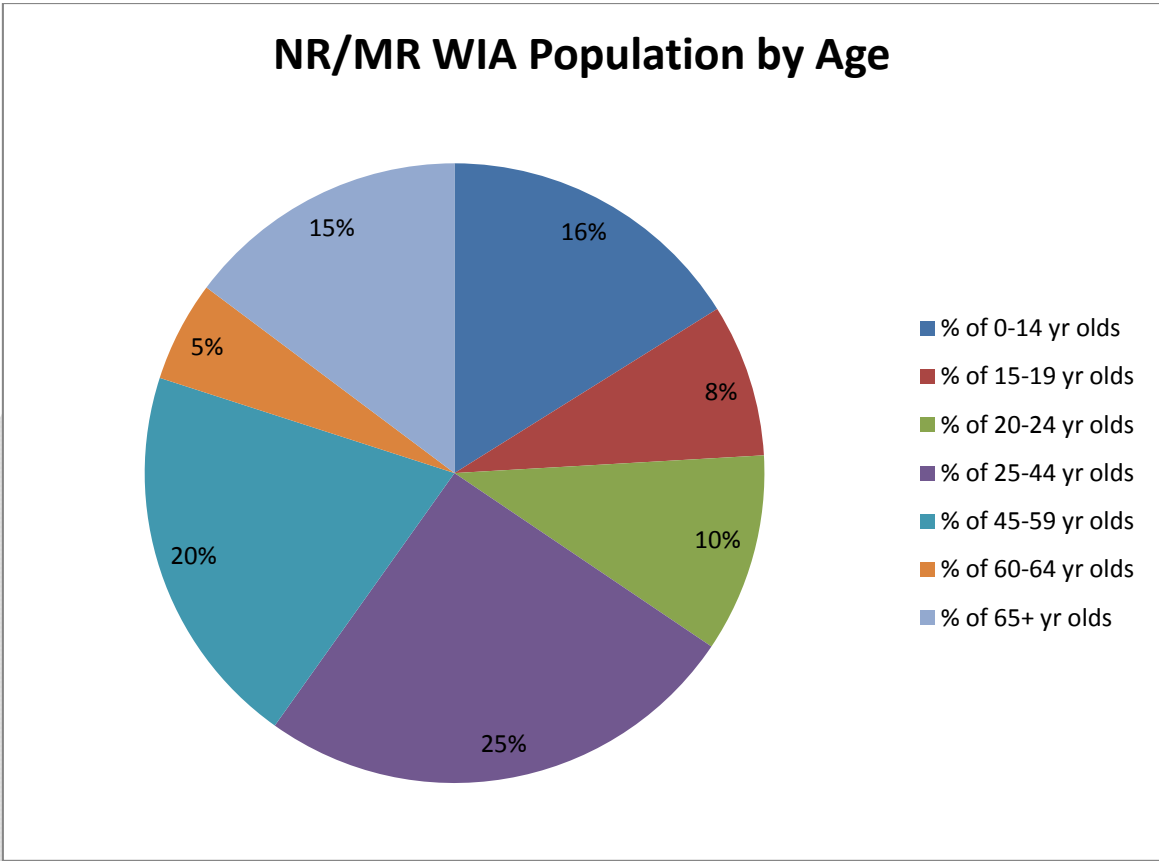


Figure 2

Slow or declining population growth and/or aging populations could be signs of a stagnant economy. The NR/MR WIB continues to develop partnerships with regional economic organizations (like the New River Valley Economic Alliance and Virginia’s a-Corridor) for business development in high wage industries and to find ways to partner with initiatives that encourage the retention (or recruiting) of younger workers back to the region (like Return to Roots).

Education

WIA 2 is the home of two State Universities (Virginia Tech and Radford), three Community Colleges (New River, Wytheville and Virginia Highlands), two private colleges, three postsecondary vocational schools and many proprietary training facilities. In the SWOT Analysis the availability of quality post-secondary educational and training facilities” was deemed as an “opportunity”. The NR/MR WIB intends to find new opportunities to collaborate with the community college and the region’s universities for training, education and business development initiatives.

Based on the 2000 Census¹, the education levels of the population age 25 and above in WIA 2 are below the State average (with the exception of Montgomery County and Radford City), although the percent of Associate Degrees in WIA 2 is higher than the State. Nearly every jurisdiction in WIA 2 has over 25% of their population of 25 and over with less than a HS Diploma.

Education Attainment Levels

Jurisdiction	Less than 9th	9-12 (no Secondary Credential)	High School Diploma/GED	Some College	Associates Degree	Bachelors Degree	Graduate or Professional Degree
Bland	14.8%	14.3%	38.1%	17.6%	6.0%	6.1%	3.1%
Carroll	17.6%	18.1%	33.9%	14.8%	6.1%	5.8%	3.7%
Floyd	16.1%	13.9%	38.2%	14.4%	5.0%	8.1%	4.4%
Giles	10.8%	13.3%	40.8%	16.8%	5.8%	7.5%	5.0%
Grayson	17.9%	18.1%	37.7%	14.0%	4.3%	5.5%	2.5%
Montgomery	7.5%	9.7%	23.7%	17.5%	5.7%	17.3%	18.6%
Pulaski	11.8%	14.0%	33.9%	20.0%	7.9%	8.0%	4.5%
Smyth	15.0%	17.5%	34.4%	17.0%	5.5%	7.4%	3.2%
Washington	12.9%	14.8%	31.2%	18.3%	6.7%	9.9%	6.2%
Wythe	14.2%	15.6%	32.4%	18.1%	7.5%	8.4%	3.7%
Bristol City	12.4%	15.2%	29.3%	19.8%	6.3%	12.6%	4.5%
Galax City	21.1%	18.5%	28.6%	15.3%	5.4%	7.5%	3.6%
Radford City	7.7%	9.0%	19.6%	22.6%	7.1%	18.5%	15.5%
NR/MR WIA	13.4%	13.8%	31.6%	17.5%	6.2%	10.1%	7.3%
Virginia	7.2%	11.3%	26.0%	20.4%	5.6%	17.9%	11.6%

Table 3

Source: 2000 Census

Note: Although this data is now 10 years old, it is the only available data that includes all of the NR/MR WIA jurisdictions.

% of Population by Education Levels of Persons over 25

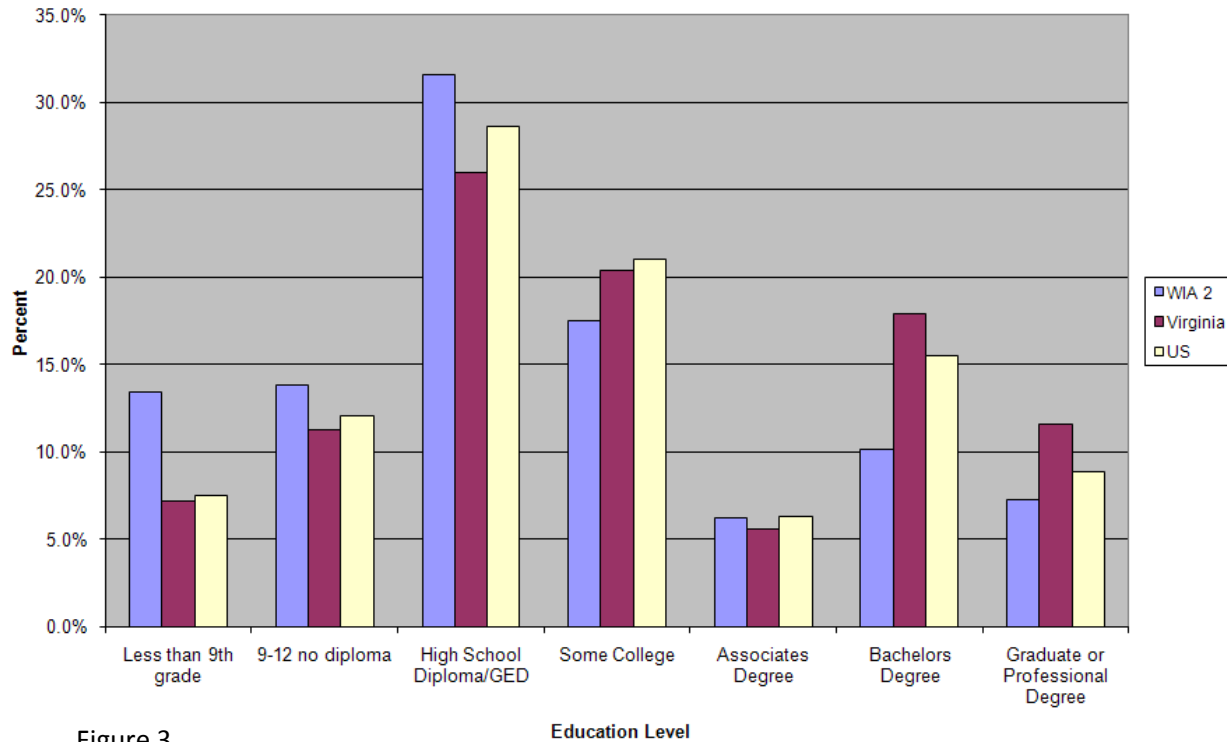


Figure 3

Education Level

Recognizing that an educated workforce is “critical to increasing productivity and fostering innovation” (Andes, 2008), the NR/MR WIB has set as a priority to build partnerships between the business and education sectors in order to bring about the development of education and training programs that will meet the needs of regional employers for knowledge-based, skilled workers. WIA 2 is one the partners in the Western Virginia CREATES project (the DOL Green Training Grant received in the area January 2010). This grant is a partnership between two WIBs, (WIA 2 & 3) three community colleges (New River, Virginia Western and Wytheville), Virginia Tech, Community Housing Partners (a 501 3(C) organization) and several business partners from the alternative energy and “green” construction industries. The NR/MR WIB hopes to take the lessons that will be learned from this project and use it as a model for future collaborative efforts throughout the area (to develop and/or adjust education and training programs based on the input and advise of the business community. Another area project, that is putting an emphasis on the business/education partnership, is New River Community College Middle College Program “GED to Healthcare.” This project is supported by the WIB’s Adult Education Task Force, a group brought together by the WIB’s Chairperson to focus projects and initiatives that emphasize post-secondary education and training (for both youth and adults).

Through the use of LMI data and employer surveys, the WIB is able to monitoring fluctuations and changes in the regions job market. The WIB’s Training Provider Committee routinely uses occupational wage and demand projections to set priority on training programs that are in demand and pay higher wages. Through surveys and roundtables, the WIB has learned that area employers want and need people with the right aptitude and attitude for today’s work environment. They (the employers) believe they can train new hires to do company specific job tasks if

they have a good work ethic. The WIB sees On-the-job-training (OJT) as a valued employment/training tool for employers and with the elimination of the “credential attainment” performance measure. The Program Operators for WIA 2 have a well developed OJT program to offer to regional employers.

Virginia’s Career Readiness Certificate (CRC) is a good indicator of “aptitude.” The NR/MR WIB has been very supportive of this program since its introduction and continues to promote this assessment tool to area job seekers and employers. As part of the Western Virginia CREATES project – all participants that enter the program through the WIB’s case management will take the CRC as their first assessment.

Workplace “attitudes” are also referred to as soft skills. Many employers in the WIA 2 are concerned about the need for soft skills training. This concern showed up in the NR/MR WIB’s Employer Survey (results attached) and has been the topic at many business gatherings where employers and workforce development organizations have participated together. The development of soft skills is not directly addressed in secondary or post-secondary education programs.

It is known that there is a direct correlation between education and unemployment. As shown in the chart below, 70% of the Unemployment Insurance claimants from March 2010 had a secondary credential (high school diploma or less) or less. Folks without some post-secondary education and/or training are finding it difficult to find work in our knowledge based economy. It is the NR/MR WIBs intent to continue to learn about the needs of regional employers (current and future) and to build educational and training programs around those needs.

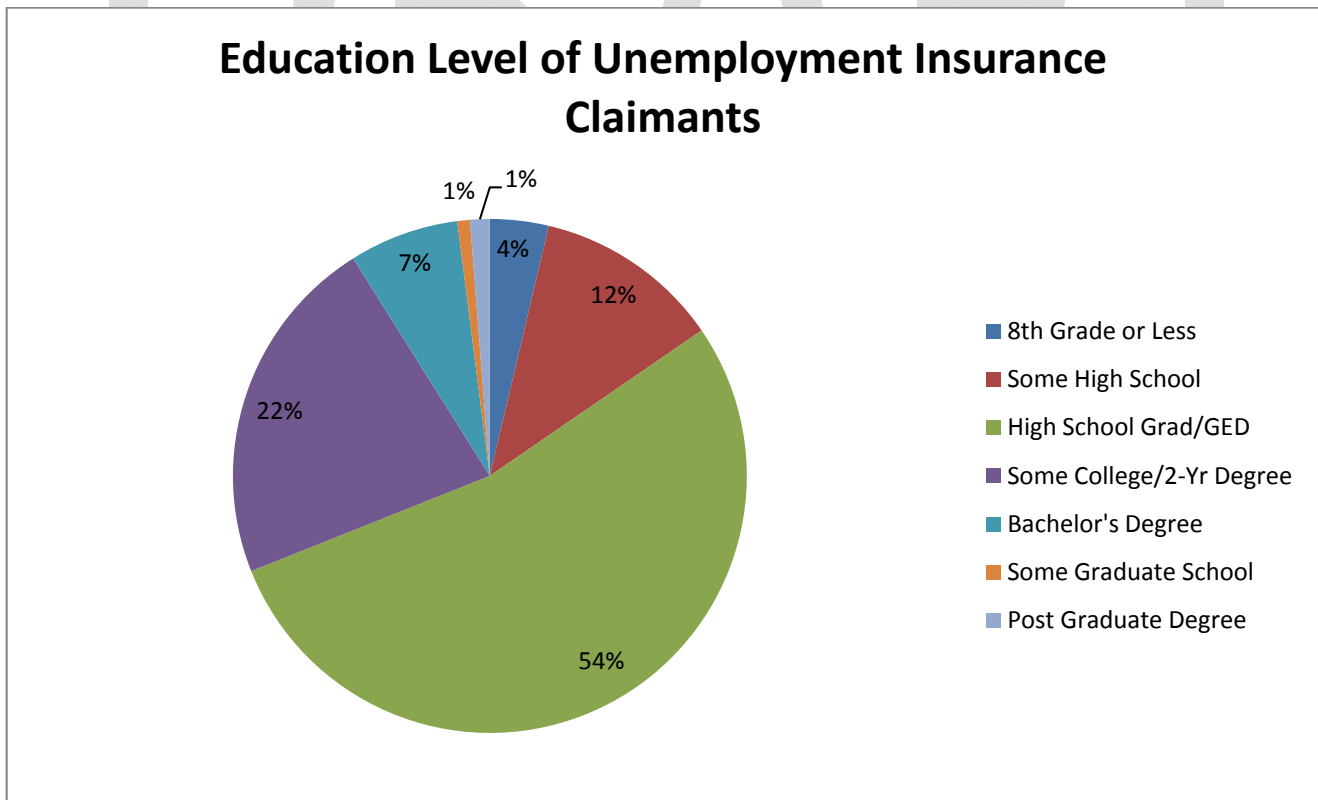


Figure 4

Source: VWN

Unemployment

Ten-year unemployment trends show that WIA 2 has had consistently higher unemployment than the State average, with PD 3 (Mount Rogers) having the highest (this is partially due to their dependency on traditional manufacturing, which has been in decline during most of the past decade).

10 Year Annualized Unemployment

Jurisdiction	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Bland County	4.2%	4.3%	5.2%	5.6%	5.4%	5.1%	4.6%	4.1%	3.7%	3.8%	4.8%
Carroll County	5.3%	6.6%	4.0%	6.9%	6.5%	5.5%	4.9%	5.5%	5.2%	5.6%	6.8%
Floyd County	2.9%	4.3%	3.7%	4.2%	4.2%	3.9%	3.9%	3.5%	3.2%	3.5%	4.4%
Giles County	7.2%	6.0%	4.2%	5.7%	5.9%	5.2%	4.9%	4.9%	3.7%	4.3%	5.5%
Grayson County	5.4%	5.6%	5.1%	7.6%	8.1%	6.5%	5.1%	4.9%	5.4%	5.1%	6.5%
Montgomery County	1.9%	1.8%	2.5%	3.3%	3.6%	3.3%	3.2%	3.1%	3.1%	3.2%	4.1%
Pulaski County	3.9%	4.3%	4.5%	7.1%	6.2%	6.0%	5.8%	4.4%	3.8%	5.3%	6.6%
Smyth County	5.4%	5.9%	4.3%	6.4%	8.0%	7.5%	5.1%	4.5%	4.6%	5.4%	6.2%
Washington County	5.0%	4.4%	3.6%	5.1%	6.0%	5.4%	4.7%	4.4%	4.1%	4.6%	5.0%
Wythe County	4.2%	4.0%	4.3%	6.8%	6.2%	5.2%	4.7%	4.2%	4.0%	4.5%	5.4%
City of Bristol	4.4%	3.5%	3.2%	4.2%	5.0%	6.2%	6.1%	5.4%	4.8%	5.2%	5.9%
City of Galax	3.2%	4.3%	3.5%	6.0%	8.0%	6.4%	5.6%	5.2%	6.0%	5.7%	6.2%
City of Radford	2.6%	2.7%	3.2%	4.1%	4.7%	4.7%	4.7%	3.9%	3.8%	4.1%	5.3%
PD 3	4.9%	5.0%	4.0%	6.0%	6.6%	5.9%	5.0%	4.7%	4.5%	5.0%	5.7%
PD 4	3.1%	3.1%	3.3%	4.5%	4.5%	4.3%	4.1%	3.7%	3.4%	3.9%	4.9%
WIA II	4.1%	4.1%	3.7%	5.3%	5.6%	5.1%	4.6%	4.2%	4.0%	4.4%	5.3%
Virginia	2.8%	2.7%	2.3%	3.2%	4.2%	4.1%	3.7%	3.5%	3.0%	3.0%	4.0%
US	4.5%	4.2%	4.0%	4.7%	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%	4.0%

Table 4

Source: VWN

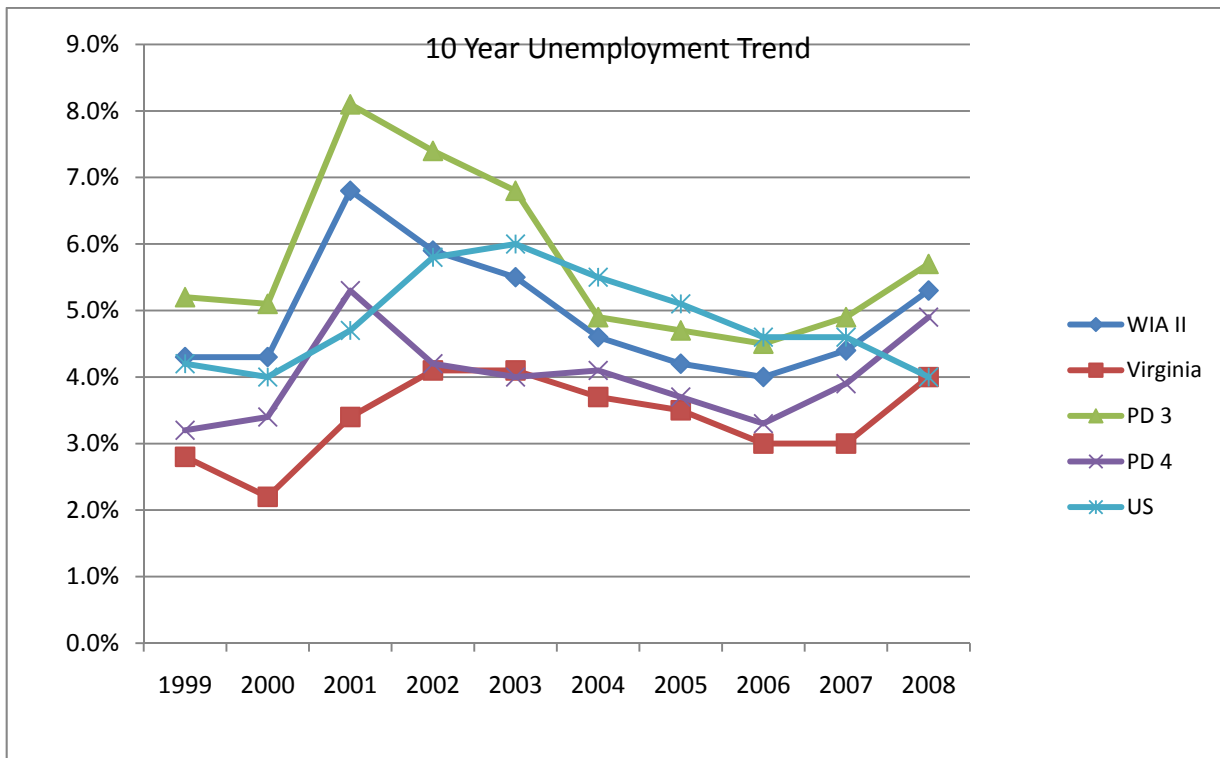


Figure 5

Many of WIA 2 jurisdictions have suffered with high unemployment trends for many years. Due to the number of jurisdictions averaged into the WIA 2 unemployment numbers, it is sometimes more effective to evaluate the region by separate Planning Districts. PD 3 (Mount Rogers) has consistently recorded higher unemployment rates than the state and with the exception of a couple of years, higher than the US and although PD 4 (New River Valley) shows a trend of relatively low unemployment, this is mainly due to the low unemployment rates of Montgomery County, several of the other PD 4 jurisdictions have had high unemployment rates over the last few years.

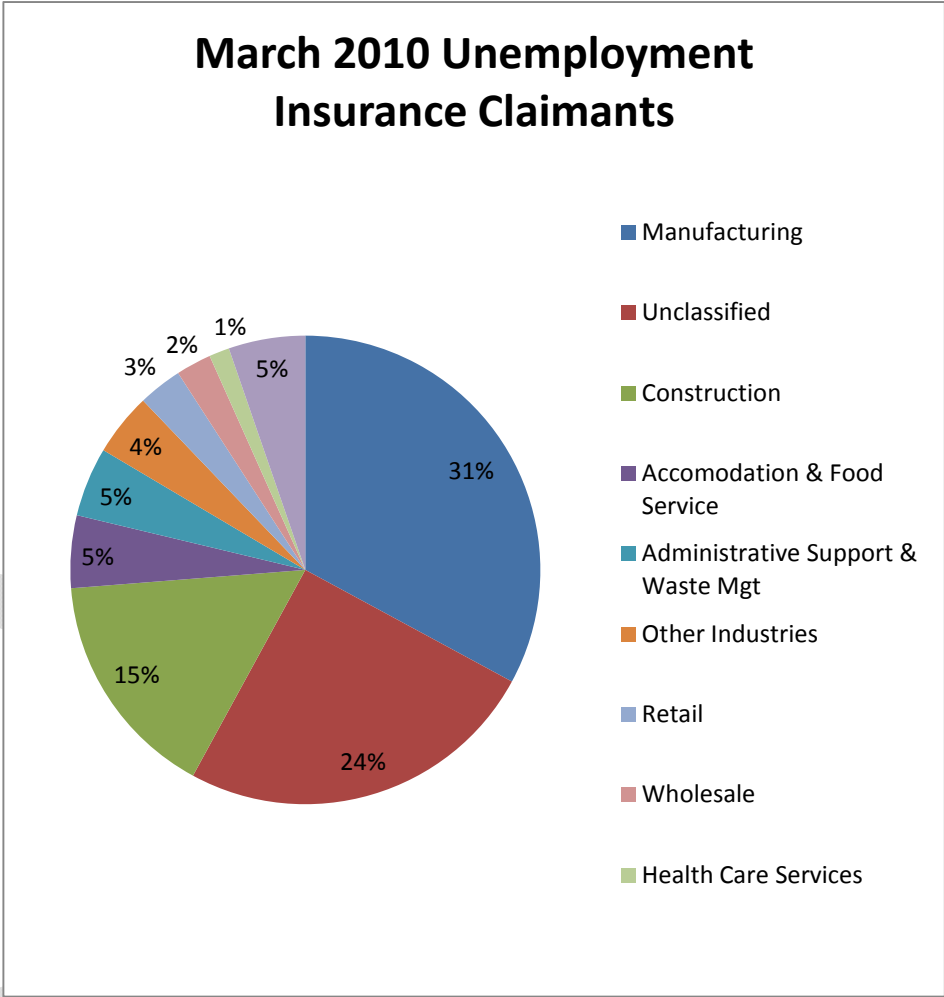


Figure 6

Source: VWN

As shown in the chart above on the Characteristics of the Unemployed, with 31% of the unemployment insurance claimants, manufacturing sector job losses continue to plaque the region.

Industry and Wages

WIA 2's Top Employers are dominated by the Education and Manufacturing sectors. Together they make up 50% of the area's top 50 employers.

36 Largest Employers 3rd Qtr. 2009				
Rank	Employer	Industry	Ownership	Emply.
1	Virginia Tech Cooperative Extension Office	611-Educational Services	State Gov't	1000+
2	Wal Mart	452-General Merchandise Stores	Private	1000+
3	Food City	445-Food and Beverage Stores	Private	1000+
4	Volvo Group North America Inc	336-Transportation Equipment Manufacturing	Private	1000+
5	Montgomery County School Board	611-Educational Services	Local Gov't	1000+
6	Radford University	611-Educational Services	State Gov't	1000+
7	Mountain States Health AI	622-Hospitals	Private	1000+
8	Washington County Schools	611-Educational Services	Local Gov't	1000+
9	Alliant Techsystems Inc	423-Merchant Wholesalers, Durable Goods	Private	1000+
10	Moog Inc	335-Electrical Equip, Appliance, & Component Mfg	Private	1000+
11	Echosphere Corporation	561-Administrative and Support Services	Private	1000+
12	Bristol Compressors International	333-Machinery Manufacturing	Private	500-999
13	Carilion New River Valley Medical Center	622-Hospitals	Private	500-999
14	Pulaski County School Board	611-Educational Services	Local Gov't	500-999
15	Smyth County School Board	611-Educational Services	Local Gov't	500-999
16	Wythe County School Board	611-Educational Services	Local Gov't	500-999
17	Carroll County School Board	611-Educational Services	Local Gov't	500-999
18	Utility Trailer Manufacturing	336-Transportation Equipment Manufacturing	Private	500-999
19	Postal Service	491-Postal Service	Federal Gov't	500-999
20	Kroger	445-Food and Beverage Stores	Private	500-999
21	MT. Rog. Com. Men. Hlh. Ret. Svc. Bd.	624-Social Assistance	Local Gov't	500-999
22	Lowes' Home Centers, Inc.	444-Bldg Material & Garden Equip & Supplies Dealers	Private	500-999
23	Kollmorgen Corporation	335-Electrical Equip, Appliance, & Component Mfg	Private	500-999
24	Sprint United Management	517-Telecommunications	Private	500-999
25	Vaughan Bassett Furniture	337-Furniture and Related Product Manufacturing	Private	500-999
26	Electro Mechanical Corporation	335-Electrical Equip, Appliance, & Component Mfg	Private	500-999
27	Southwest Virginia Mental Health Center	622-Hospitals	State Gov't	500-999
28	Celanese Acetate	325-Chemical Manufacturing	Private	500-999
29	VDOT	237-Heavy and Civil Engineering Construction	State Gov't	500-999
30	Lexington Rowe Furniture Inc	337-Furniture and Related Product Manufacturing	Private	500-999
31	General Dynamics Armament	336-Transportation Equipment Manufacturing	Private	500-999
32	Twin County Community Hospital	622-Hospitals	Local Gov't	500-999
33	Giles County School Board	611-Educational Services	Local Gov't	500-999
34	Food Lion	445-Food and Beverage Stores	Private	500-999
35	Montgomery Regional Hospital	622-Hospitals	Private	500-999
36	SW Virginia Training Center	623-Nursing and Residential Care Facilities	State Gov't	500-999

Table 5

Source: VWN

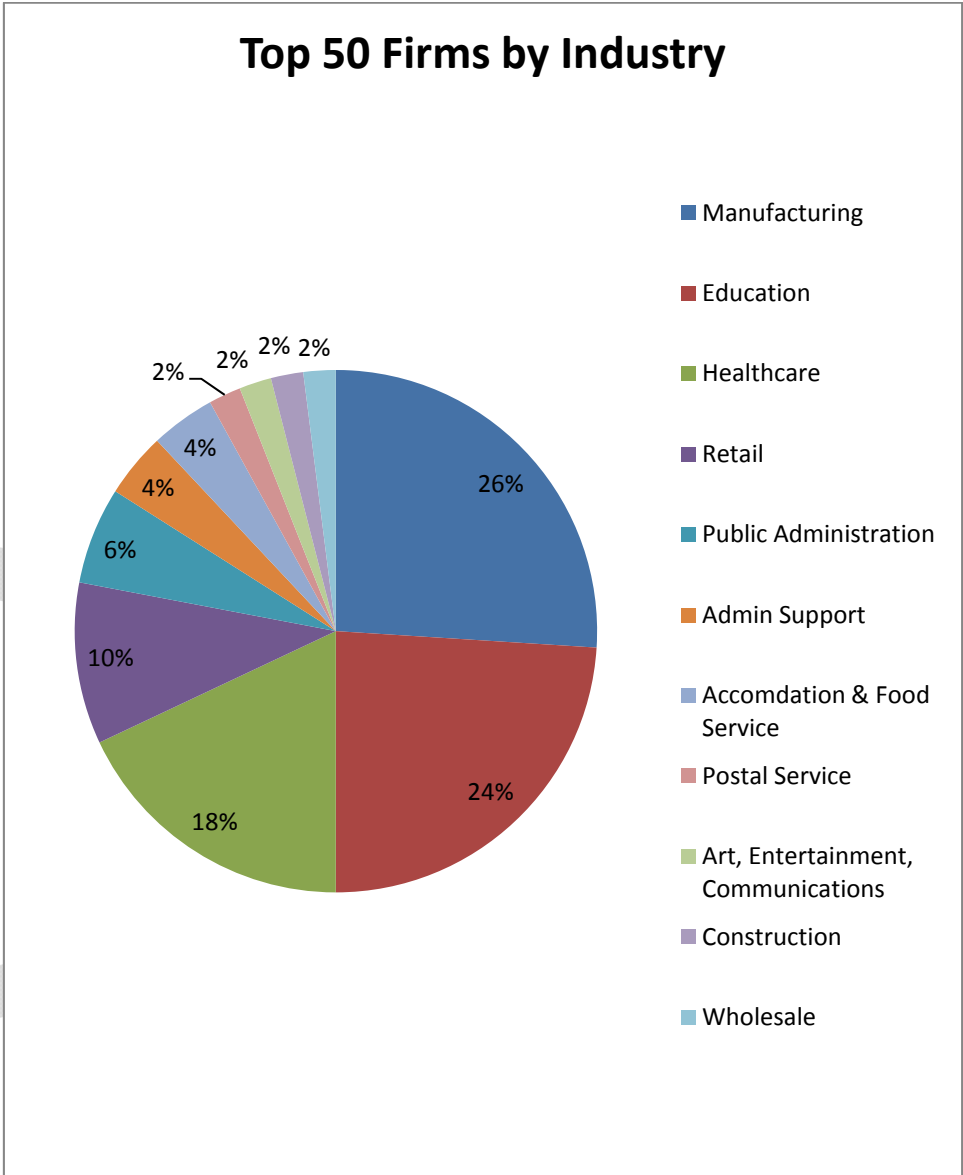


Figure 7

Source: VWN

The region gained 1,039 business establishments from 2000 to 2008 (mostly in the Health Care and Social Assistance sector), but it lost 29 manufacturing establishments (and the higher wages of that industry sector). 2009 figures are not available at this writing.

Changes in the Number of Industry Establishments				
NAICS	Industry	2000	2008	change
11	Agriculture, Forestry, Fishing & Hunting	105	97	-8
21	Mining	17	23	6
22	Utilities	46	53	7
23	Construction	899	992	93
31-33	Manufacturing	462	433	-29
42	Wholesale Trade	283	335	52
44-45	Retail Trade	1,545	1,400	-145
48-49	Transportation and Warehousing	336	333	-3
51	Information	113	135	22
52	Finance and Insurance	394	480	86
53	Real Estate and Rental and Leasing	269	308	39
54	Professional and Technical Services	597	710	113
55	Management of Companies and Enterprises	27	47	20
56	Administrative and Waste Services	279	332	53
61	Educational Services	79	101	22
62	Health Care and Social Assistance	672	1,348	676
71	Arts, Entertainment, and Recreation	98	118	20
72	Accommodation and Food Services	639	729	90
81	Other Services, Ex. Public Admin	792	714	-78
92	Public Administration	353	356	3
	Total	8005	9044	

Table 6

Source: VWN

Comparing 2008 to 2000 employment by industry , the NR/MR WIA employment base shrunk by 2% while the State grew by 7%, noting again heaviest losses (12,058 jobs) in the manufacturing sector. This trend continues to affect the area. It is the intent of the NR/MR WIB to continue to partner with Economic Development organizations to develop a plan and process to bring new industries in and to support entrepreneurship activities to promote job growth in our area.

Changes in Employment by Industry									
NAICS	Industry	WIA 2				Virginia			
		2000	2008	# Chg.	% Chg.	2000	2008	# Chg.	% Chg.
11	Agriculture, Forestry, Fishing & Hunting	646	666	20	3%	14,217	12,116	(2,101)	-15%
21	Mining	301	398	97	32%	8,953	9,255	302	3%
22	Utilities	915	961	46	5%	17,972	19,075	1,103	6%
23	Construction	7,073	6,639	(434)	-6%	222,245	234,571	12,326	6%
31-33	Manufacturing	40,303	28,245	(12,058)	-30%	367,275	272,772	(94,503)	-26%
42	Wholesale Trade	3,448	3,412	(36)	-1%	114,181	119,829	5,648	5%
44-45	Retail Trade	19,308	18,797	(511)	-3%	416,074	427,894	11,820	3%
48-49	Transportation and Warehousing	4,133	4,198	65	2%	138,051	128,351	(9,700)	-7%
51	Information	1,809	1,644	(165)	-9%	122,239	93,311	(28,928)	-24%
52	Finance and Insurance	2,199	2,616	417	19%	122,537	127,850	5,313	4%
53	Real Estate and Rental and Leasing	1,260	1,330	70	6%	54,281	57,692	3,411	6%
54	Professional and Technical Services	3,592	4,121	529	15%	290,223	382,348	92,125	32%
55	Management of Companies and Enterprises	1,103	1,293	190	17%	71,790	76,191	4,401	6%
56	Administrative and Waste Services	4,984	6,329	1,345	27%	213,247	214,557	1,310	1%
61	Educational Services	18,718	20,913	2,195	12%	281,584	346,031	64,447	23%
62	Health Care and Social Assistance	14,420	16,992	2,572	18%	321,690	409,545	87,855	27%
71	Arts, Entertainment, and Recreation	1,654	1,810	156	9%	55,847	65,517	9,670	17%
72	Accommodation and Food Services	11,685	13,431	1,746	15%	256,382	303,252	46,870	18%
81	Other Services, Ex. Public Admin	3,434	3,459	25	1%	121,975	134,604	12,629	10%
92	Public Administration	5,596	6,017	421	8%	211,461	229,766	18,305	9%
	Total Employment	146,581	143,271	(3,310)	-2%	3,422,224	3,664,527	242,303	7%

Table 7

Source: VWN

The average weekly wage of WIA 2 is substantially below the State average. This trend has been consistent for the last ten years.

Avg. Weekly Wages by Industry						
NAICS	Industry	WIA 2			% Diff. 2008 VA	Virginia
		2000	2008	% chg		2008
11	Agriculture, Forestry, Fishing & Hunting	\$369	\$442	20%	-15%	\$520
21	Mining	\$569	\$998	75%	-12%	\$1,136
22	Utilities	\$785	\$980	25%	-29%	\$1,387
23	Construction	\$480	\$623	30%	-28%	\$862
31-33	Manufacturing	\$578	\$777	34%	-18%	\$952
42	Wholesale Trade	\$595	\$713	20%	-43%	\$1,250
44-45	Retail Trade	\$316	\$391	24%	-19%	\$480
48-49	Transportation and Warehousing	\$558	\$706	27%	-17%	\$855
51	Information	\$519	\$658	27%	-53%	\$1,411
52	Finance and Insurance	\$561	\$755	35%	-44%	\$1,357
53	Real Estate and Rental and Leasing	\$340	\$539	59%	-34%	\$816
54	Professional and Technical Services	\$639	\$907	42%	-45%	\$1,650
55	Management of Companies and Enterprises	\$870	\$1,278	47%	-30%	\$1,823
56	Administrative and Waste Services	\$307	\$448	46%	-28%	\$621
61	Educational Services	\$572	\$744	30%	-3%	\$768
62	Health Care and Social Assistance	\$498	\$655	32%	-20%	\$815
71	Arts, Entertainment, and Recreation	\$264	\$299	13%	-34%	\$450
72	Accommodation and Food Services	\$183	\$235	28%	-23%	\$307
81	Other Services, Ex. Public Admin	\$335	\$457	36%	-33%	\$681
92	Public Administration	\$541	\$694	28%	-45%	\$1,251

Table 8

Source: VWN

It is the NR/MR WIB's vision to see an increase in regional wages and benefits. By partnering with the regional economic development and educational organizations the WIB hopes to create an environment that would be appealing to businesses and industries that pay higher wages. Initiatives to address this issue are written into this plan.

WIB Goal 1

Build on regional networks to enhance partnerships for a more effective and efficient workforce development system.

Strategy: Establish the WIB as a regional leader of discussions on changes, trends and needs in the region's labor market.			
Action Item	Responsible Parties	Completion Target Date	Actual Completion Date
Establish or connect to mini-region Steering Committees to hold discussions on workforce needs/issues facing local communities and to develop initiatives for their region	WIB Strategic Planning Committee, Consortium Board members, Regional Economic Development organizations & staff	January 2011	
Develop and implement a WIB Marketing Program to present to local elected officials, state elected (or appointed) officials and/or regional/local business groups (i.e. SHRMs, Rotary)	WIB Marketing Committee, Consortium Board Executive Committee, staff	September 2011	
Invite experts on State/Regional Economic Development or Workforce Development to WIB and Consortium Board meetings to discuss changing conditions in our region	WIB Strategic Planning Committee & Staff	September 2011	
Plan and host a symposium on the Impact of Addictions and Dependencies on the Region's Workforce.	WIB's Strategic Planning Committee & Staff	April 2011	

Strategy: Strengthen Regional Partnerships to leverage current WIA resources and support all job seekers in the area

Action Item	Responsible Parties	Completion Target Date	Actual Completion Date
Implement a (or promote & expand current) One-Stop Partner Program in the in each of the four One-Stop Centers	WIB One-Stop Committee, One-Stop Operator, & Staff	January 2011	
Establish one new partnership on a grant or initiative that advances a workforce development program in the region	Various Committees & Staff	January 2011	

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WIB Goal 2

Enhance education and vocational training at all levels for a regional workforce with the skills to succeed in the 21st Century Economy.

Strategy: Develop or support programs that place an emphasis on core academic and workplace skills that the region's employers need and value			
Action Item	Responsible Parties	Completion Target Date	Actual Completion Date
Through public/private partnership develop and implement a program for Externships (at regional employers) for K-14 teachers/instructors, guidance counselors and career coaches, to better connect work in the classroom with workplace skills, in at least one jurisdiction		May 2011	
Using Wythe and Carroll counties as models create at least one new public/private partnership to promote work readiness curriculum and programs (i.e. Junior Achievement and job shadowing) in the K-12 educational system	WIB Marketing Committee, Wythe/Bland Chamber, Carroll County Public Schools, Regional CTE Staff & Staff	March 2011	
Develop a method to promote and track alternative training options to employers (i.e. apprenticeships and OJT opportunities) increasing current participation by 5%	WIB's Training Provider Committee, Community College Workforce Dev. Staff, Program Operators & Staff	June 2011	
Market and promote the use of the Career Readiness Certificate as a basic skill assessment tool for regional employers to use in their hiring process. Increasing participation by 5%	WIB's Marketing Committee, Community College Workforce Dev. Staff, Program Operators & Staff	June 2011	

Work with community colleges and other training providers to increase availability of short-term training programs (as requested by employers) for the unemployed and underemployed	WIB's Training Provider Committee, Community College Workforce Dev. staff, Local Steering committees, & Staff	June 2011	
Strategy: Support Economic Development through Workforce Development			
Action Item	Responsible Parties	Completion Target Date	Actual Completion Date
Through Steering Committees (Action Item 1 in Goal #1/Strategy #2) and other LMI data, identify and promote (or develop) training in occupations with projected growth & demand	Regional Steering Committees, WIB Training Provider Committee & Staff	June 2011	
Increase awareness of and availability of Entrepreneurial training in the region	WIB Training Provider Committee, Community Colleges, Regional economic Development & Staff	January 2011	
Through joint marketing efforts with training providers, raise awareness of available training programs and opportunities for area citizens	WIB Training Provider Committee, WIB Marketing Committee, & Staff	August 2011	
Through public/private partnerships promote the use of Junior Achievement Entrepreneurial & Local Economy programs in the K-12 system	WIB Business Liaison Committee, Local chambers of Commerce, Public School systems, & Staff	May 2011	
Partner in the development and implementation of a program to increase the enrollment and successful completion of adult education and literacy participants in post-secondary training programs	WIB Training Provider Committee, Community Colleges, Adult Education Programs & Staff	January 2011	

WIB Goal 3

Strengthen internal operations and decision making processes within the WIB and Consortium Board.

Strategy: Ensure that the WIB's operations and investments are aligned with the needs of the region			
Action Item	Responsible Parties	Completion Target Date	Actual Completion Date
Appoint WIB members and/or staff to attend regional and local economic development and business organizations meetings. Develop a regular reporting mechanism to share information back to the WIB and Consortium Board	WIB & Consortium Board Executive Committees	September 2011	
Research, identify and share with WIB, Consortium Board, and Program Operators (through a "White Paper") best practices of other WIBs and Program Operators throughout the country	WIB Strategic Planning Committee & Staff	January 2011	
Arrange for periodic tours (for WIB and Consortium Board members) in regional businesses and factories to learn more about local business activity and needs	WIB Business Liaison Committee & Staff	October 2011	
For effective leveraging of WIA funds: research and apply for two grants that will allow for greater flexibility of service to area citizens (non-WIA eligible).	WIB Strategic Planning Committee & Staff	June 2011	
Develop and implement a process for Program Operators to share and evaluate their own performance through program outcomes	Consortium Board's Finance Committee and WIBs One-Stop Operator Committee & Staff	August 2011	

Develop and implement a process to evaluate and improve customer service in the One-Stop System (to employers and job seekers)	Consortium Board's Finance Committee and WIBs One-Stop Operator Committee, One-Stop Operator & Staff	February 2011	
Strategy: Ensure that the WIB's make-up reflects the diversity of the region's employers and demographics			
Action Item	Responsible Parties	Completion Target Date	Actual Completion Date
Evaluate and set a process to align the WIB membership	Consortium Board's Nominating Committee	July 2011	
Develop Outreach methods and activities to encourage interest in WIB membership from the Business Community	Consortium Board's Nominating Committee, WIB's Business Liaison Committee & Staff	January 2011	

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New River/Mount Rogers Workforce Investment Area's Business Operations

Governance

The New River/Mount Rogers Workforce Investment Board (WIB) and the New River/Mount Rogers Workforce Investment Area Consortium (CLEO) work very closely together in all workforce investment activities. This is achieved through open lines of communication between the two (2) organizations. Elected officials from both Planning Districts actively participate on both the WIB Strategic Planning Committee and the WIB One Stop Operations and Delivery System Committee. This allows the CLEO's direct input into discussions dealing with our Strategic Plan as well as our One Stop Service Delivery System, which includes our One Stop Operator, Comprehensive One Stop Centers and Programs Operators. Staff provides updates to each group concerning ongoing activities of both the WIB's and CLEO's. Additionally, both the WIB and CLEO's actively participate in Economic Development initiatives that impact LWIA 2. A signed CLEO Consortium agreement is attached as Attachment ____ and CLEO-LWIB agreement is attached as Attachment _____.

All compliance monitoring is conducted on an annual basis by the Board's Compliance Monitor by way of site visits and desk review. The compliance review consists of a sampling review of all program activities, services, administration, and management practices supported by funds provided under the Workforce Investment Act of 1998. The purpose of this review is to insure compliance with the Workforce Investment Act, applicable Federal/State regulations, State policies/procedures, and Workforce Investment Area policies and procedures. Monitoring findings and overall program concerns are reviewed with the WIB One Stop Operations and Delivery System Committee. All corrective action is directed by the WIB Executive Director and completions of approved corrective action measures are verified as a part of the next compliance monitoring review visit. Monitoring tool and schedule are attached as Attachment ____.

In order to conduct business in accordance with the Sunshine Provisions of the Workforce Investment Act, WIB staff sends out a meeting notice is sent to all area newspapers and the date, time and agenda for the meeting is posted on the Board's website. The posting of date, time and agenda also applies to all WIB Committee meetings, CLEO Committee meetings and Youth Council meetings. A public comment period is also designated during all Board/CLEO meetings and all meetings are open to the public. Meeting minutes for all WIB, WIB Committees, CLEO, CLEO Committees and Youth Council meetings are also posted on the Board's website for public access and review.

The New River/Mount Rogers Workforce Investment Board Area's organizational chart is attached as Attachment _____.

Required One-Stop Elements

WIA has four One Stop Centers (in the Cities of Bristol, Galax and Radford and in the town of Wytheville). Each of the four (4) One Stop Centers has a partner schedule, which is posted in each of the Centers and includes scheduled presence or referral information, for all of the required partners. The list below briefly outlines the basic arrangements with the One Stop.

- Wagner-Peyser (WIA Title III Employment Service) – VEC provides service in each One Stop Center 5 days per week.
- Adult Education and Literacy (WIA Title II) Provided by Mt. Rogers Regional Adult Education Program, Carroll County Adult Education, Project Talent Search from Wytheville Community College, New River Community College Adult Education and Montgomery County Adult Education. With GED classes offered in each of the four One Stop Centers.
- Vocational Rehabilitation (WIA Title IV) – The Department of Rehabilitative Services has an assigned counselor, who visits the centers on a regular basis, and who is available on an as needed or appointment basis.
- Senior Community Service Employment Programs (Title V Older Americans Act) – Services are provided by Goodwill Industries of the Valleys Older Worker Program and District Three Governmental Cooperative and are scheduled on an as needed basis.
- Vocational education provided by Smyth County Technology Center and Washington County Adult Skill Center. Scheduled on as needed basis.
- Trade Act/NAFTA – VEC provides 5 days per week.
- Veterans – VEC provides 5 days per week. A disabled Veteran Outreach Person is scheduled in the each center a minimum of one day per week.
- Community Service Block Grants is the primary funding source for the community action programs in area. Referrals are made on an as needed basis for services.
- HUD Employment and Training Programs – currently there are no HUD ET programs in Workforce Area II
- Unemployment Insurance – VEC provides service 5 days per week.
- Title I Youth Program services, provided by People Incorporated of Virginia, Rooftop of VA – CAP, and Goodwill Industries of the Valleys, Inc. have regularly scheduled presence in the One Stop Centers.
- Title I Adult Program services are provided by People Incorporated of Virginia, Goodwill Industries of the Valleys, Inc. and, Rooftop of VA – CAP. Each of the four One Stop Centers has an Adult representative with a scheduled presence.
- Dislocated Workers Program, provided by Goodwill Industries of the Valleys, has a representative present 5 days per week in each of the four One Stop Centers.
- GED has been added, as a vital additional partner, and in cooperation with the Mount Rogers Regional Adult Education Program and the State Department of Education.
- FAMIS – Virginia’s Health Insurance Program, for children, is an extremely active additional partner. The One Stops’ are a major referral source for FAMIS customers.

Many of the above Services are available in the satellites and affiliate sites on a scheduled or appointment basis as needed (located in the towns of Marion, Bland & Christiansburg). New Partners or programs are made available as community needs/desires dictate and as new services, that could benefit our customers, come to our attention.

The Virginia Workforce Center (One Stop Center) Operator for PY’09 was selected utilizing competitive procurement as outlined in section 3(e)(iv) of this Plan and approved by the Workforce Investment Board and by the Chief Local Elected Officials. The One Stop Center Operator for all four (4) Comprehensive Centers in WIA 2 is Goodwill Industries of the Valleys. Ms. Linda Matthews is the local contact person.

The NR/MR WIB has required MOUs with all WIA required partner agencies. Copies of the MOUs are available for State review upon request.

Adults and Dislocated Workers

Customers will access Title I information through walk in, or appointment, at any of the Workforce Centers, Workforce Network Satellite offices or WIA Program Provider sites in the area, and through partner agency offices. Services are often provided at itinerate sites if there is customers demand or necessity. Through links with the Virginia Employment Commission or the local Workforce Investment Board's Website, presence at Job Fairs, participation in local recruiting or rapid response meetings, participation in Trade Act, Rapid Response meetings and any other opportunity to present program information to interested customers.

The local WIB contracts with the One Stop Operator, Goodwill Industries of the Valleys, to insure that Core Services are universally available to all members of the local community seeking employment and employment related information and services, educational information, training opportunities or supportive services. Core services are available, as self-directed or staff assisted, depending on the needs and preferences of the customer. Core Services include outreach, intake and orientation to information; initial assessments of skill levels, aptitudes, and supportive service needs; provision of employment statistics information including job vacancy listings, information on job skills necessary to obtain the listed jobs; information relating to local occupations in demand and the earnings and skill requirements for such occupations; provision of performance information and program cost information on eligible providers of WIA training services; eligible providers of WIA youth activities; providers of adult education and literacy described in Title II; provision of full services for filing claims for unemployment compensation; provision of accurate information relating to the availability of supportive services, including childcare and transportation available in the local area, and referral to such services, as appropriate; provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One Stop Delivery System in the local area; Information and assistance in applying for DSS work activities and financial assistance and follow-up services, including counseling regarding the workplace, for a minimum of 12 months following the first day of employment. Each of the WIA mandated partner Core Services and activities are accessible through the One Stop Centers or one of the Satellite Centers in the area.

The four One Stop Centers in WIA 2 are full service VEC offices, funded by Wagner Peyser, for the Job Service functions and Unemployment Insurance. Wagner-Peyser mandates that "at a minimum each State shall administer a labor exchange system which has the capacity; to assist jobseekers in finding employment; to assist employers in filling jobs; to facilitate the match between jobseekers and employers; to participate in a system for clearing labor between the States, including the use of standardized classification systems issued by the Secretary, under section 15 of the Act; and to meet the work test requirements of the State Unemployment Compensation Act". Labor Exchange services are delivered as Core Services in the following manner: self-service; facilitated self-help service; and staff assisted service.

The two major avenues for developing a well-prepared workforce are education (formal classroom instructions) and training (applied training). The WIA staff will link individual needs to appropriate specific educational, occupational and technical skills programs. Increased emphasis will be placed on applied learning by combining classroom instruction with hands-on worksite based training. Training will be customer driven but relevant to future employment goals. The Board Approved Training Provider List will be used to determine where training would be appropriate.

Types of Training available as follows:

- Occupational Skills Training
- On-the-Job Training
- Skills upgrading and retraining
- Adult Literacy Activities
- Customized Training

Creating job linkages, geared to regional workforce needs, will be the primary focus of the intensive service components, assessment, education, and training functions. Customers will be referred at any stage to employer job openings as their assessment and training indicates.

The Adult Operators will have space and caseworkers present in each of the Virginia Workforce Centers. This arrangement, which is required by the Act, would be continued so the customers in all areas would have adult program access. Service to the customer and access to the programs is paramount concern. The One Stop Center Operator would be responsible to the Workforce Investment Board for fund accountability and attainment of performance goals. Rent will be charged to the Title I program partner/operators based on space used and resources required for operation of the Adult Programs in the One Stop Centers. Goodwill Industries of the Valleys maintains a physical presence, in the four Virginia Workforce Centers, to provide a local point of contact for customers and agencies. Procedures for the referral of customers into the various programs are in place and working well in each of the four One Stop Centers. The referral process is providing the existing operators with sufficient referrals and documented access to core services.

The program operations are required to provide universal core services to all Adults and Dislocated Workers through a comprehensive system of service delivery. The following mandatory core services will be universally available:

- Outreach, intake, and orientation to information of all services and programs will be available through the One Stop Service Delivery System.
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs, and employment statistics information, including the provision of accurate information relating to local regional, and national labor market areas, including job vacancy listings in applicable labor market areas,
- Information on job skills, necessary to obtain listed jobs, and information relating to local occupations in demand and the earnings and skill requirements needed for such occupations will be made available.
- Information and program cost information will be made available on: eligible providers of WIA training services; eligible providers of WIA youth services; providers of adult education and literacy described in Title II; providers of post-secondary education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act; and providers of vocational rehabilitation program activities described in the Rehabilitation Act of 1973.
- Information regarding the filing of claims for unemployment insurance compensation will be available.
- Accurate information relating to the availability of supportive services, including child care, transportation, etc. available in the local area will be provided and referrals will be made, when appropriate.
- Also available will be information regarding how the local area is performing on the local performance measures and any other performance information with respect to the comprehensive service delivery system in the area. Information and assistance will be given when applying for DSS work activities, financial aid assistance for training and education that are not funded under the Workforce Investment Act and are available in the local area.

- Information about other resources, which would serve to improve service, will be made available to all customers. Self-help job search and job placement assistance will be provided to all customers and a log will be maintained in order to document the number of customers that avail themselves of this service.

Neither registration nor eligibility requirements will be required for any self-help job search activities at the Satellite Centers. One-on-one or group instruction will be available on how to conduct a job search using the self-service resources available. Informational job referrals or referrals to labor exchanges will be provided to all customers. Other core services which require registration will be:

- Follow-up services that include counseling regarding the workplace, for a maximum of 12 months following the first day of employment, individual job development, job clubs, and screened referrals such as testing and background checks.
- Case Managers will make available intensive services to eligible customers according to WIB established priorities of service. The following criteria will be used to determine who may receive intensive services:
 1. The WIA program requires the following: unemployed and unable to obtain employment through core services and it has been determined that the customer is in need of more intensive services beyond core services to find employment;
 2. Adults who are employed but in need of intensive services in order to retain employment that allows for greater self-sufficiency. Federal statutory priority of service guidelines will be adhered to in providing intensive services to adults.
- The following Intensive Services will be available to all eligible adults:
 - Comprehensive Objective Assessment of skill levels and service needs of adults and dislocated workers may include: TABE, CAPS, COPS, Career Scope and other assessment tools as needed.
 - In-depth interviewing by the Case Managers will help to identify employment barriers and appropriate employment goals.
 - Individual Employment Plan will be developed by the Case Manager in conjunction with the participant to identify the employment goals, how the goals will be achieved, and what appropriate combination of services will be needed to help the participant achieve those goals.
 - On-going contact and participant progress will also be documented. Counseling and Career Planning Case Management will be an on-going process throughout participation in the program. Assistance will be provided to the participant in making career choices, overcoming barriers, achieving goals, etc. Contact will be documented in the Individual Employment Plan and in counseling logs. Literacy activities related to basic workforce readiness will be available, as needed, in combination with other services. Activities will be made available through local Adult Basic Education programs. Out of the area Job Search and Relocation assistance will be available, if needed.
 - Internships and Work Experience activities may be utilized, if appropriate, based on the results of the objective assessment.
 - Case Managers will provide, both in-group and individual sessions, Job Readiness Training, which will include topics such as: resume development, how to complete job applications, interviewing techniques, etc. Workshops and group activities will be utilized, whenever possible.

All activities and services will be based on the objective assessment and documented in the individual employment plan. Training Services for adults will be utilized when adults have already been found to be eligible and qualified for intensive service and meet all the following:

- Intensive Services have been provided and have not resulted in gainful employment. After interviews, evaluation, assessment, and case management, the counselor has determined that the participant is in need of training services, has the skills and qualifications to successfully participate in and complete the selected program of training services; and
- Has applied for other grant assistance, including Federal Pell Grants established under Title IV of the Higher Education Act of 1965: and are unable to obtain other grant assistance or require assistance beyond the assistance made available under other grant assistance programs, including Federal Pell Grants: or are waiting for an application for Federal Pell Grant to be processed, except that if such an individual is subsequently awarded a Federal Pell Grant, appropriate reimbursement shall be made to the local area from such Federal Pell Grant funds.
- Since funds are limited, the WIB priority of service policy guidelines will be considered in the case of adults. The following training services may include, but not be limited to; On-the-job Training, Occupational Skills Training, including training for employment, short term pre-vocational training, skills up-grading and retraining, Customized Training, conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training, Entrepreneurial Training and Adult Education Literacy activities, in combination with other training components.

Supportive Services will be made available and will be based on in-depth assessment and counseling. These services may include, but not limited to, transportation, childcare, meals, etc. All services will be documented in the Individual Employment Plan. On-the-job Training, Customized Training, and other training programs will be offered as appropriate.

The Dislocated Worker Program serves customers who have been impacted by significant or substantial layoffs and/or are pending or have been certified as Trade eligible.

The DLW Program has received Rapid Response Grants to serve specified companies impacted by significant layoffs. The services include orientation as a component of Rapid Response meetings conducted at the place of employment. Clients receive intensive services and may receive training funds, supportive services, or other funded activity, as a component of their overall training plan in partnership with TAA. As deemed appropriate, and subject to Program eligibility, the Program Operator determines whether to serve the client under DLW formula funds or Rapid Response Grant funds.

Trade clients are co-enrolled with the DLW Program to provide assessments and assist clients in determining if training is needed to obtain unsubsidized employment and what training is appropriate.

All clients receive equal treatment, regardless of their place of employment prior to dislocation.

Initially, the New River/Mount Rogers Workforce Investment Board advertised in all local newspapers seeking potential Training Providers and also letters were sent to all known Training Providers in LWIA 2 based on an approved Training Provider listing that had been developed by the Private Industry Council under the JTPA program. Extensive efforts were made to establish a comprehensive Training Provider listing. All interested Training Providers were required to submit an application, which was considered by the WIB Training Provider Committee and approved by the full Board. Since the establishment of the initial approved Training Provider list, new Providers have been added based on local Program Operator contact with Training Providers as well as specific training courses and Providers being recruited to meet the training needs of our clients. Should the WIB desire to focus training efforts in specific occupations, Training Providers would be recruited by the WIB to provide any training required to meet needs of the specified occupation. All potential Training Providers are required to complete and submit an application, which is approved or rejected by the WIB. Training Providers receive

notification of approval or rejection and are given an opportunity to appeal the decision and to provide additional information if deemed necessary.

The New River/Mount Rogers Workforce Investment Board's Training Voucher Policy and Addendum is attached as Attachment ____.

The New River Mount/Rogers Workforce Investment Board will ensure the continuous improvement of eligible providers of services by the usage of customer satisfaction survey data from both employers and job seekers/workers that utilize the services offered by our Service Providers. The WIB will review customer satisfaction survey results on a regular basis and provide technical assistance to our Service Providers to implement processes and procedures to address any concerns expressed in the customers satisfaction surveys received. The WIB will also encourage all Service Providers to make frequent employer site visits to better understand the workforce needs of our employer community. Data gathered will be shared with WIB staff and will be used to improve the effectiveness of services provided by our Service Providers to all of our customers.

The New River/Mount Rogers Workforce Investment Board's On-The-Job Training Policy is attached as Attachment ____.

The New River/Mount Rogers Workforce Investment Board's Customized Training Policy is attached as Attachment ____.

The New River/Mount Rogers Workforce Investment Board has declared that funds for Adult Workforce Investment Services are limited. This determination is based on our reduction of available Adult WIA funding from a PY'03 level of \$1,347,336 to a PY'09 level of \$691,633 which is almost a 50% loss of available Adult funding.

The New River/Mount Rogers Workforce Investment Board's Priority of Service Policy is attached as Attachment ____.

The New River/Mount Rogers Workforce Investment Board's Priority of Service Policy is attached as Attachment ____.

The NR/MR WIB has not defined hard-to-serve populations with additional barriers to employment.

The New River/Mount Rogers Workforce Investment Board's Self-Sufficiency and Employed Worker Policy is attached as Attachment ____.

Youth

NR/MR WIA's strategy for the providing of comprehensive youth services revolves around meeting the developmental needs of youth beginning at age 14 and continuing to age 21. Youth Program design will incorporate all required program elements as outlined below and will include coordination with older youth programs such as foster care, education, Job Corps, and youth opportunity grants. Coordination and utilization of all available resources will enable youth to receive the highest quality services at the lowest cost enabling the system to serve more youth. Program Operators will be required not only to coordinate all services utilizing available resources but will also be required to provide assistance to those youth with special needs or barriers to employment such as pregnancy, parenting, or disabilities. Additionally, the Youth Council, in its recommendation to the Workforce Investment Board, will strive to fund operators to insure the delivery of services to areas within

the local Workforce Investment Area that have high concentration of eligible youth. Because all program activities are individualized and based on clients needs, the required coordination of available resources and the assistance with special needs of youth can be readily achieved.

Youth activities will be customized and individualized based upon individual youth client circumstances and needs. Utilization of all key youth program elements is essential for proper transition of our area youth from secondary education to postsecondary education and occupational skills training, to properly prepare youth to meet the needs of employers that may decide to establish facilities locally. All required program elements will be offered to all youth participants. Specific elements utilized by individual participants will be based upon the in-depth assessment completed by all youth. The subsequent individual service strategy that is developed in conjunction with eligible youth will properly determine individual needs. It will also outline an appropriate plan of action to ensure that needs are met and individual goals are achieved.

Ongoing efforts will be made to identify and address family literacy issues that may directly or indirectly affect youth customers.

Annual Compliance monitoring reviews by WIB Staff will ensure compliance with applicable safety and child labor laws.

Youth enrolled in programs operated under WIA may participate in activities structured to help them determine their plans for postsecondary education. These activities may include, but are not limited to:

Career exploration through visits to business and industry, meetings with individuals representing various occupations, occupational assessments, videos, and computer programs;

Visits to area community colleges, universities, business and technical facilities;

Provision of information pertinent to the college admission process;

Assistance in applying for admission and financial aid at postsecondary institutions;

Instruction in study skills, time management, goal settings, and other areas that will improve the academic performance of the participant; and

Academic support is designed to help the participant with subjects with which he/she has the most difficulty.

When possible, tutoring should incorporate real-life situations. Examples: budgeting, reading comprehension related to job performance, math problems related to purchasing a car, insurance, interest rates, etc.

Programs serving youth should monitor the participants' SOL test scores. A youth who did not pass his/her most recent SOL test will be eligible to receive tutoring targeted to weakness identified on the test.

Youth programs may demonstrate creative ways to tie academic learning to real world learning situations. Programs may provide opportunities for participants to participate in activities that link academic and occupational learning.

Programs may develop work plans with several major employers in their area to identify their occupational needs. Based on the identified needs, programs may structure activities for youth that will help prepare youth for the world of work.

These activities may include, but are not limited to:

- Job shadowing to help participants identify the skills needed for the job, particularly in relation to their school studies.
- Site visits to various industries, businesses and meetings with employers to learn what employers expect of employees.
- School-to-work activities as appropriate.

The business representatives on the local Workforce Investment Board and the Youth Council will ensure that youth activities are developed with and connected to occupational needs.

Combining the benefits of strong linkages between academic and occupational learning and the acquisition of “soft skills” (e.g. problem-solving skills, conflict resolution skills, working as part of a team), youth participants are better positioned to use the services of the One Stop Center system to find and retain unsubsidized employment. The following activities are envisioned for the preparation of our youth for unsubsidized employment opportunities:

“Soft Skill” workshops that may be offered:

- Self-concept/self-esteem: Increase client’s level of understanding about what makes each of them unique. Encourage clients to identify and cultivate their positive traits and skills.
- Goal Setting: Encourage clients to plan for their future. Teach clients a structured model for setting long and short-term goals. Teach clients to differentiate between realistic and unrealistic goals.
- Decision-making: Help clients recognize how and why they make the decisions they do. Provide clients with a value clarification assessment. Teach clients a structured decision-making model.
- Relating to others/responding to conflict: Teach clients different styles of conflict resolution and the characteristics of each. Have clients identify which styles they tend to use and the results thereof. Describe pros and cons of each style. Provide assertiveness training and conflict resolution training.

- Multiculturalism/diversity: Teach clients the benefits of a multicultural society and how to understand and accept different races and cultures in the workplace and life in general. Describe the privileges that are associated with different cultures. Explore how clients perceive their own cultures and other cultures.
- Clients may participate in a personal hygiene and appearance workshop. This workshop may include personal grooming including showering, shaving, brushing teeth, etc., and clothing appearance and care including washing, ironing, sewing, etc. Clients may be provided with “goodie bags” containing personal care items such as shampoo, soap, toothpaste, razor, shaving cream, etc.

Comprehensive career exploration/preparation programs that may be offered:

- Use previous value clarification assessment to help clients understand how personal values influence career choices and explain the relationship between personal interest and career goals.
- Use tools such as the Virginia VIEW Career Search or the Career Direction Interest Inventory to match clients’ interest, values, and skills to groups of occupations. Make clients aware of other resources such as ExPan, CHOICES, Occupational Outlook Handbook (OOH), and Standard Occupational Classification System (Onet on line).
- Have clients research an occupation that is of interest to them using the preceding materials or by a career interview to obtain information from a person who has been employed for several years in the same field.
- Provide information on how to find employment using various methods including using help wanted ads, utilizing Virginia Workforce Centers, using the VEC, using private employment agencies, and applying directly to companies.
- Provide instruction in filling out job applications, writing a resume, and helping clients prepare for job interviews.
- Provide instruction on job interview skills and techniques that include mock interviews.

Develop effective linkages between operators and employers to give youth participants, who achieve personal goals through the local program, an advantage for unsubsidized employment. Participation in job fairs will allow opportunities for youth to meet perspective employers and show their eagerness to work. Tours of local employers will also allow the youth the opportunity to learn about job opportunities as well as skills they would need to meet the requirements for entry-level jobs. The operators should also develop a rapport with local employers and know the entry level requirements of these employers so they can provide guidance to attain these necessary skills.

Strong ties to alternative secondary school services are a critical part of the youth program.

Programs serving youth may identify how they can help participants who have not been successful in the traditional school system achieve success in alternative programs.

Local alternative programs may be identified, and eligibility criteria for admission may be provided by the service provider.

Academic support may be provided for participants enrolled in alternative schools.

An emphasis on postsecondary educational opportunities as previously defined will be provided with participants enrolled in alternative schools since these participants may traditionally not be considered as candidates for postsecondary education.

Ongoing efforts will be made to identify and address family literacy issues that may directly or indirectly affect our youth customers.

GED attainment is an essential component to any youth initiative. Area 2 requires that all youth not in secondary education be required to possess a High School diploma or GED as a prerequisite to receipt of additional youth services.

Summer employment opportunities for eligible youth may consist of an 8-week period of summer employment at paid work experience sites to include private for-profit employers and conclude prior to youths' scheduled return to school in the fall. Youth will be placed in the summer employment program component only when shown as needed by the youth and based on an in-depth assessment and individual service strategy. This summer employment component will be utilized as one element in the overall, year round program design for area youth and will not be viewed as stand-alone. During the last six weeks of the school year, the students will begin the application and interview process with employers who have agreed to the linkage terms of the program operator. During the last six weeks of school, educators, counselors and parents may assist the students with these processes so they may have some guidance and direction with applications, resumes, and interview skills. The possibility of a workshop may also be offered during this time on completing applications, writing resumes and interviewing, since there is limited time for educators, counselors, and parents during this time period.

At unpaid work experience worksites, the work experience may be shorter time period. Students may use these sites for mentoring, job shadowing, or volunteer services.

Throughout the 8-week period, workshops may be provided regarding the following topics:

- Financial Planning
- Computer Basics
- Employability Skills
- Independent Living Skills

There may also be other workshops added into the summer program to assist in career development among youth.

The Financial Planning and Independent Living Skills workshops outlined above will include budgeting for our summer youth as a part of the workshop design.

During the 8-week period the following assessment tools may be used, but are not limited to:

- 4-week Mid-term Evaluation
- 8-week Final Evaluation
- Student Self-assessment
- Student Evaluation of Worksite

Copies of the evaluation will be sent to appropriate parties involved.

1. Paid and unpaid work experiences;

Program Operators will utilize both paid and unpaid work experience sites to meet the work needs of eligible youth. These sites, which will be developed individually and customized to each youth, will consist of private for-profit employers, not for-profit employers, community-based organizations, and volunteer assignments. A worksite agreement will be required to be completed between the Program Operator and the applicable work experience worksite. This agreement will outline the following at a minimum:

- Length of assessment
- Statement of Work
- Job description
- Supervision requirements
- Worksite requirements
- Other conditions as deemed necessary

This initiative is designed to provide work-based learning experiences for youth throughout the year.

Students/worksite responsibilities, hours of work, special needs, etc. will be coordinated with the student and the worksite by the Program Operator.

The work experience program elements will be offered and made available only when documented as needed by the youth based on an in-depth assessment and the individual service strategy. Sites will also be developed based upon individual youth needs such as type of work, transportation barriers from home/school, and child labor law regulations based on the age of the youth. This component is also designed to be used as one element among required program elements that youth need to achieve established goals.

The following tools may be used:

- Employer worksite evaluation
- Regular contact among the Program Operator, educators and parents is encouraged during the work experience to provide good communication between all parties.
- Written record of contact with the participant documenting their progress or lack of progress.

2. Occupational skill training;

The level of occupational skills training provided to youth participants may vary from person to person based on specific needs identified by local program staff through an in-depth assessment and in consultation with other local partners. This should include guidance and counseling for educational qualifications, career development, leadership skills assessments, and training as a precursor to teaching a variety of occupational skills that may be required as part of work experience. The operator should provide tutoring to obtain educational requirements to match job skills for entry-level employment opportunities. Youth who are in need of occupational skills training will utilize customer choice to select an appropriate training from the approved certified training providers.

Eligible youth attending secondary education may be referred to the Magnet School for Technology or Community Colleges to take college courses in technology-based curriculum resulting in certification in a technology related area. This would result in youth leaving school with not only a high school diploma but also a technology certificate that could mean immediate employment at a substantial wage rate. The costs associated with the curriculum would be funded through the WIA Youth Program.

3. Leadership development opportunities;

Local Program Operators may provide a wide array of leadership development opportunities for youth participants or may refer youth to leadership activities offered in the community. Community service projects may be organized to provide the youth with opportunities to build self-esteem and a more favorable attitude towards their education and further career goals. This can also be accomplished through training on developing positive social skills and by mentoring or shadowing leaders in the community. Establishment of internships or apprenticeship programs with local employers can provide an avenue to achieve these criteria.

4. Comprehensive guidance and counseling, including career and college planning services where appropriate;

Through personal interviews with the youth and parents/guardians, the Program Operator serving the youth can determine interests, goals and attitudes of youth. This information can be used in conjunction with information obtained from school guidance counselors, public and private agencies and community-based organizations to help the operating agency explore all possible avenues to assist the youth. Ways to achieve these goals may include, but are not limited to: letters, telephone contacts, personal contacts and interviews. After all options are considered by the involved agencies, the operating agency in conjunction with the youth should document a plan of action with realistic timeframes and goals. Comprehensive guidance and counseling will be utilized to identify and address issues that interfere with a youth being able to compete in the workforce or interrupting their academic process such as mental health and personal relationship issues.

5. Supportive services;

The local operators can ensure effective utilization of available supportive services by collaborating and coordinating services with all youth service agencies to help meet the needs of the youth involved. A list of system partners and agencies that are willing to participate in providing support should be kept by the local program operators.

The supportive services that may be made available include, but not limited to the following:

- Emergency housing costs
- Transportation for youth
- Childcare and dependent care costs
- Assistance for clothing and tool costs
- Eyeglasses and protective eye wear
- Referrals to medical services
- Other as appropriate and required

6. Follow-up services.

Local operators will contact exited participants after completing the Title I Youth Program. Follow-up services may include, but are not limited to:

- Citizenship training
- Life skills training (parenting, budgeting, self-esteem, cultural diversity, etc.)
- Mentoring
- Social skills training
- Conflict resolution
- Additional job search initiatives if required
- Regular employer contacts
- Assistance in career development

A tracking system may be developed by the operator to track progress of the youth for at least one year. Accomplishments, problems, and other needed services are examples of information that may be used to adjust program effectiveness in the tracking mechanism. Follow-up services will be provided to all youth clients after termination for twelve (12) months to measure progress and assess additional needs.

All Program Operators receiving Title I WIA Youth funding from the LWIB will be required to provide comprehensive case management services to youth on a year-round basis.

Initially, youth recruited by or referred to the Program Operator will be screened to determine the youth's eligibility to receive WIA Youth Services. All eligibility requirements as contained in State Policy #00-5 will be adhered to.

Documentation of individual program eligibility will be maintained in each clients file. Once eligibility determination has been completed, the client will receive an in-depth objective assessment. Instruments that may be used are the CAPS, COPS, Vocational Choice Index, Virginia VIEW, Career Scope and TABE. Once the objective assessment process has been completed, the Case Manager, working in conjunction with the client, will develop the Individual Service Strategy (ISS). The ISS is designed to capture pertinent client data such as work history, educational history, barriers, assessments results, etc. and is used to develop a comprehensive plan of action and program goals for the client utilizing all available and allowable Title I Youth Services. Once completed, the ISS will map out a sequence of youth activities that the client will participate in and a projected duration of each to achieve planned program goals that have been developed for each client. The Case Manager will have frequent contact with the client as he/she progresses through program activities. Any assistance needed by the client to achieve program goals will be provided by the Case Manager.

The New River/Mount Rogers Workforce Investment Board requires each Youth Program Operator to identify all local youth service providers in their service area, their funding sources(s), services available and any eligibility requirements to access services. Each Youth Program Operator is also required to utilize and coordinate available youth services and funding streams to maximize the leveraging of WIA funds to achieve the highest level of service delivery to youth in the local area. All coordination efforts are monitored by WIB staff during annual compliance monitoring reviews.

Work is conjunction with local Community Colleges and their Middle College programs, local School Systems, Juvenile Probation Officers, High School Counselors, GED Instructors, local Departments of Social Services, Flyer inserts through Community College Financial Aid office, flyers placed at local businesses and in areas where Youth are known to congregate, visits to low-income housing complexes, One-Stop Operator, newspaper articles, and referrals from Faith Based Organizations.

An eligible youth who requires additional assistance to complete an educational program, or to secure and hold employment, means an individual who is:

- Enrolled in an eligible education program, but also requires additional assistance beyond that offered by the service provider in order to complete the activity or program; or
- An eligible youth who is near the point of being ready for a job or employment, but requires additional assistance under Title I to acquire or retain a job.
- The additional requirements will be specified by the educational program operator to avoid failure in the program, a prospective employer to avoid failure in obtaining a specific job, or a present employer to prevent an employed youth from losing employment.
- These additional requirements must be documented in the youth's individual service strategy.

All Program Operators will develop appropriate activities and services necessary to meet the additional assistance needs of our youth.

All Youth contracts executed by the Workforce Investment Board require that 40% of all Youth served must be out of school. Additionally, monthly expenditure reports submitted to the Board for payment are required to be broken down between in school expenditures and out of school expenditures. All expenditure reports are monitored by Board staff tracking the overall expenditures for out of school youth to insure compliance with the 30% expenditure requirement. Source documentation for expenditures is reviewed and verified as a part of the annual compliance monitoring conducted by the WIB Compliance Monitor. The Fiscal Agent provides the WIB Executive Director with detailed Youth expenditure information broken down between in school and out of school on a monthly basis. Should a problem be encountered, the WIB Executive Director will work with the Youth Operator to bring expenditures for out of school youth in compliance. Additionally, in school expenditures and out of school expenditures are submitted to the State as a part of the required monthly expenditure reports.

Program Operators are allowed to enroll and serve youth with a documented barrier that are not economically disadvantaged up to 5% of the approved client service level contained in their contract with prior written approval of the WIB Executive Director. No youth may be enrolled and served prior to written approval to serve being provided by the WIB Executive Director.

Fiscal and Budgetary Matters

Anticipated levels of service and budgets planned by the Workforce Investment Board for PY'10 are as follows:

Dislocated Worker Program

Anticipated funding for Service Delivery - \$650,000

Projected clients to be served – 300

Adult Program

Anticipated funding for Service Delivery - \$675,000

Projected clients to be served – 225

Youth Program

Anticipated funding for service - \$700,000

Projected clients to be served – 235

The NR/MR WIB has utilized WIA funding to leverage other resources and to partner with local business and organizations in such efforts as job fairs, co-enrollment of WIA clients in non-WIA programs, coordination of resources to maximize available services to clients, providing WIA resources in partnership with Economic Development initiatives as allowable and partnering with the Department of Business Assistance to coordinate and maximize resources available to our business community.

Program Operators are required to submit monthly expenditure reports to the WIB for approval and payment. Board staff monitors the overall percentages expended on a monthly basis to insure that Program Operators are expending funds in a timely manner. Expenditures are also monitored against the cumulative monthly expenditure plan contained in each contract approved by the Workforce Investment Board. Both the Workforce Investment Board and the Chief Local Elected Officials Consortium receive Program Operator expenditure updates at every meeting. Should a Program Operator be excessively behind in expenditures, Board staff will meet with the Operator to monitor the situation and require a written expenditure plan of action from the Operator to meet expenditure goals. Should the Operator not be able to expend awarded funds, the Board may take action to de-obligated excess funds and award these funds to another Program Operator in an area with greater need for service to our customers. The New River/Mount Rogers Workforce Investment Board consistently has high expenditure levels. Typically in the first year of program funding, the Board will actually expend approximately 90% of available funds, with the balance obligated and carried over into the second year.

All local contracts for activities under Title I of WIA as well as the selection of our One Stop Operator and Comprehensive One Stop Centers are awarded utilizing a competitive procurement process. A Request for Proposals process, approved by the Workforce Investment Board, is utilized in this endeavor. A non-mandatory bidder's conference is advertised in local newspapers for three (3) consecutive days. All potential bidders contained on our local bidders list are sent a written notice of the date and time of the bidder's conference. The Request for Proposals package is reviewed, explained and distributed during the bidder's conference. Those prospective bidders that do not attend the bidder's conference may request a RFP package, which will be provided after the bidder's conference.

The competitive procurement process initially starts with the development of a written Request for Proposals package approved by the Workforce Investment Board. A bidder's conference is scheduled for the issuance of the RFP. Thirty (30) days prior to the bidder's conference, all potential bidders contained on the Board's bidders list are sent a letter notifying them of the bidder's conference. Also, the non-mandatory bidder's conference is advertised in local newspaper for minimum of (3) consecutive days. Any prospective bidder that did not attend the bidder's conference can request a RFP package by phone, e-mail, fax, mail or in person. The entire RFP package is reviewed in detail during the bidder's conference and attendees are allowed to ask questions. Once the RFP package has been issued all potential bidders are provided a minimum of thirty (30) days in which to complete the proposal and send it in. Once all proposals are received, they are reviewed by a panel of individuals, either WIB members or Youth Council members, depending upon the specific proposals being reviewed, which do not have a vested interest in the process. All proposals are evaluated using an evaluation criteria contained in the RFP package. Scores are tabulated, averaged, and proposals are ranked based on their average proposal evaluation score. Once the evaluation process had been completed, negotiations begin with the proposer with the highest ranking in order to negotiate an acceptable contract, which will be approved by the Workforce Investment Board. This negotiation process is utilized for all bidders proposing to deliver services in the same jurisdictional area(s). If an acceptable contract cannot be negotiated with the highest ranking proposer, efforts will then be made to enter into negotiations with the second highest ranking proposer. All proposed contracts and funding levels resulting from procurement negotiations are subject to final approval by the Workforce Investment Board.

For PY'10, the Workforce Investment Board will be extending contracts, approved for PY'09 resulting from the aforementioned procurement process, for one (1) additional year. This one (1) year extension option is contained in RFP specifications and subject to approval by the Workforce Investment Board and the Elected Officials Consortium Board.

Equal Opportunity and Grievance/Complaint Procedures

The New/River Mount Rogers Workforce Investment Board's EO Policy Statement is attached as attachment ____.

The Equal Opportunity Officer for Title I funded activities is:

Mr. Ronnie Martin, Executive Director
(540) 633-6764

Job Description is attached as attachment ____.

The name, title, telephone number, and job description of the Virginia Workforce site Equal Opportunity Liaison for each Virginia Workforce site within WIA 2:

Gerald Smith, Manager
Bristol One Stop
276-642-7350

William Webb, Manager
Galax One Stop
276-236-5105

Phyllis Conner, Manager
Radford One Stop
540-831-5980

Roger Frye, Manager
Wytheville One Stop
276-228-4051

Job Duties of each One Stop Center Manager is as follows:

Represent/provide/promote VEC services and programs for respective areas. Direct local office operations and manage/supervise day-to-day office operations. Responsible for maintaining adequate staffing. Plan and direct the delivery of all programs and services offered by the VEC. Responsible for overall function and Service Delivery System of One Stop Center. Serve as the local Equal Opportunity Liaison in the One Stop Center.

All vacancies are posted and recruited with the VEC Job Service, which insures wide publication of the vacancies. Additionally, job vacancies are posted on Program Operator websites and advertised in the local news media. Extensive efforts are made to insure that the selection process is non-discriminatory.

Equal Opportunity (EO) performance is monitored and reviewed as follows. The WIB's Compliance Monitor annually monitors client files for all required documentation, which includes a signed copy of the Equal Opportunity Notification Form. Each contracted WIA Program Operator utilizes an Equal Opportunity Notification Form for their organization. EO performance is also monitored through the collection of annual EO Logs from each WIA Program Operator. Mr. Ronnie Martin, EO officer, monitors all satellite facilities for EO compliance once every three (3) years. A copy of the report is provided to Ms. Vicki Tanner as required. All Comprehensive One Stop Centers are monitored by the VEC-EO representative, Brenda Holloway.

The New River/Mount Rogers Workforce Investment Board's Non Discrimination and Equal Opportunity Policy is attached as Attachment ___.

Performance

The NR/MR WIB plans to adopt a revised follow-up and performance accountability policy for both adults and youth. The revised adult policy will no longer require capture and documentation of credentials, but will require more intensive documented individual counseling in job retention/wage improvement strategies after case closure. In addition, the adult policy will require quarterly tracking of and reporting on those clients who have actually exited so that WIB staff can more closely manage individual program operator performance.

Because the credentialing measure no longer applies to our dislocated worker/adult clients, the local area plans to revive the use of On-The-Job Training to improve average earnings and the entered employment and retention rates. An updated On-The-Job Training Policy will adopt an OJT contract that has been designed in cooperation with Trade Act representatives. Marketing of OJT will also be coordinated with the Trade Act program, given that most dislocated workers WIA participants are also co-enrolled with the Trade Act program.

In addition, the youth policy will be altered to insure that prior to case closure, all literacy/numeracy results have been captured for out-of-school youth and entered into the system. If results are not captured, the program operator will need to demonstrate extensive efforts to obtain literacy/numeracy results.

Beginning in PY10, service provider contracts will be updated to require descriptions of how the provider intends to deliver services that result in meeting or exceeding common measures. Specifically, service providers will need to clearly demonstrate strong and focused activities in the areas of job development and job retention for adults and

dislocated workers, and strong and focused activities for transitioning in-school youth to post-secondary education or employment. In addition, youth service providers will need to demonstrate intensified coordination with apprenticeship programs and other post-secondary alternatives such as Job Corps. Finally, youth service providers will need to clearly explain their process for testing for basic skills levels and for providing basic skills education to those out-of-school youth who are basic skills deficient.

WIB staff has already provided training to all service providers in the areas of intensified job development and job retention. WIB staff has recommended to service providers that they maintain a client's active status for at least three months following employment in order to provide intensified job retention through individualized counseling prior to case closure. Through this process, it is hoped that most retention issues will have been addressed prior to the client entering the performance period. Post-closure, the service providers have been encouraged to focus individual counseling efforts on job/wage advancement in the three quarters following exit.

WIB staff has also provided common measures training to youth providers with the training objectives as follows:

- Gain an understanding of changes from current measures to solely common measures
- Understand common measure definitions
- Understand the local area requirement to develop a basic skills education program for out-of-school youth or to identify local community partners to deliver the basic skills program.
- Get ideas and develop strategies for transitioning in-school youth to post-secondary education such as continued use of technology and leadership camps held on college campuses, trips to colleges and residential programs such as Job Corps, work readiness activities facilitated by local apprenticeship programs, etc.
- Understand appropriate use of the internship activity to transition youth to employment.
- Improve screening of out-of-school youth to identify those youth most likely to consistently participate in youth program elements.

WIB staff also plans to provide training in how to properly administer the TABE test to obtain valid results in pre and post-testing for out-of-school youth. This training will include definitions of educational functioning levels as well. We will partner with our local adult education programs to deliver this training. Service provide will likely partner with the local ABE programs to serve WIA out-of-school youth.

Finally, in this first year of transition to solely common measures, WIB staff will meet with service provider directors monthly to evaluate how recommended case management, follow-up and performance accountability activities are being carried out. As quarterly performance numbers are released, WIB staff will meet with service providers to review quarterly performance and develop performance improvement plans as needed.

WIA performance for PY'07 and PY'08 are attached as Attachment ___. WIA 2 continues to place increased emphasis on employment retention and the attainment of recognized credentials. This emphasis will be continued for PY'10.

Initially when this requirement was implemented WIA 2 exceeded the 5% CRC requirement, however, during the preceding year, extensive focus and efforts were placed on implementing ARRA activities resulting in the CRC requirement being overlooked. For PY'10 greater emphasis will be placed on CRC attainment as a part of the objective assessment process for all WIA clients (excluding I/S Youth) in order to insure that this performance standard is exceeded.

DRAFT

Statement of Compliance and Plan Signatures

Local Area #	Area Name: New River/Mount Rogers
Plan Point of Contact:	Ronnie Martin/Marty Holliday
Address:	6580 Valley Center Drive, Suite 119 Radford, VA 24141
Phone/e-mail:	(540) 633-6764 rmartin@nrfdc.org

This is to certify that this 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 Investment Act of 1998, its attendant regulations and the applicable state laws and policies. The Plan was developed by the local workforce investment board in partnership with the local elected officials with the benefit of an open and inclusive plan development process and a public comment period.

Martha Samples	
<i>Signature, Typed Name of WIB Chair</i>	<i>Date</i>

David Hutchins	
<i>Signature, Typed Name of CLEO Consortium Chair</i>	<i>Date</i>

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

Entity: New River Valley Planning District Commission

Contact: Kevin Byrd, Executive Director

Address: 6580 Valley Center Drive, Suite 124, Radford VA 24141

Phone/Email: (540) 639-9313 kbyrd@nrfdc.org

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Appendix

{to be inserted}

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