NR/MR WDA
Multi-WDA Rapid Response Implementation Plan

New River/Mount Rogers

Workforce Development Board

Proud Partner:

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Skills for Jobs and Business Growth

SOUTHWEST VIRGINIA WORKFORCE DEVELOPMENT BOARD

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Western Virginia Workforce Development Board

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Acknowledgements

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- Jake Gilmer, Executive Director, Western Virginia Workforce Development Board
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- Patrick O'Brien, Planner, New River Valley Planning District Commission
- John Provo, Director, Virginia Tech Office of Economic Development
- Aleta Spicer, Interim Executive Director, Southwest Virginia Workforce Development Board
- Scott Tate, Sr. Economic Development Specialist, Virginia Tech Office of Economic Development
- NR/MR WDB Staff

The NR/MR WDB would also like to thank the many stakeholders of the region that gave their input and expertise to the development of this Plan, making it a functional and working document for the region.

Executive Summary

According to TEGL 03-15, the purpose of Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, or responding to layoffs and dislocations, and preventing or minimizing their impacts on workers, businesses and communities. A successful Rapid Response system **must** include:

- **Informational and direct reemployment services for workers**, including, but not limited to: information and support for filing unemployment insurance claims; information about the TAA program and support for filing petitions for TAA certification; information on the impacts of layoff on health care coverage or other benefits; information on and referral to career services; reemployment-focused workshops and services; training;

- **Delivery of solutions to address the needs of businesses in transition**, provided across the business lifecycle (expansion and contraction), including comprehensive business engagement and layoff aversion strategies and activities designed to prevent or minimize the duration of unemployment;

- **Convening, brokering and facilitating connections, networks and partners** to ensure the ability to provide assistance to dislocated workers and their families such as home heating assistance, legal aid and financial advice; and

- **Strategic planning, data gathering and analysis** designated to anticipate, prepare for and manage economic change.

It is the intent of the NR/MR WDB to be a leader in the region in developing an "on-going, comprehensive approach" system in which the processes of regional engagement, program alignment and communication will be agile and flexible, enabling the region to adjust and/or respond to economic disturbances and shifts.

The strategies identified in this project reflect our intent to look beyond traditional uses for Rapid Response funding (in Virginia) and to fully engage in Layoff Aversion activities as listed in TEGL 03-15:

> Layoff aversion includes the strategies and activities that are designed to prevent, or minimize the duration of, unemployment. ETA encourages state and local Rapid Response Operators to design innovative solutions, including those described below, for both businesses and workers in transition.
>
> Layoff aversion may include a wide array of possible strategies or activities, including but not limited to:
>
> - Ongoing engagement, partnership, and relationship-building activities with businesses in the community, in order to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated workers in obtaining reemployment as soon as possible;

- Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
- Funding feasibility studies to determine if a company's operations may be sustained through a buyout or other means to avoid or minimize layoffs;
- Developing and managing incumbent worker training programs or other worker up-skilling approaches;
- Connecting companies to state Short-Time Compensation or other programs designed to prevent layoffs or to quickly reemploy dislocated workers, business loan programs foremployee skill upgrading; and other Federal, state and local resources as necessary toaddress other business needs;
- Establishing linkages with economic development activities at the Federal, state and local levels, including Federal Department of Commerce programs and available state and local business retention and expansion activities;
- Partnering or contracting with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered;
- Conducting analyses of the suppliers of an affected company to assess their risks andvulnerabilities from a potential closing or shift in production of their major customer;
- Engaging in proactive measures to identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses; and
- Connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment.

The Strategies and Action Items listed are intended to build on and/or leverage other activities and initiatives taking place in the region (e.g. POWER Grant, sector strategies, the Edge Program, etc.) though they may not be specifically mentioned, consideration has been given. Most of the Strategies and Action Items will span all three WDAs, but some may not (based on need and/or desire of the Area).

Another area to note, is that “direct to client” DLW services (e.g. most career services and/or training services) are not part of this Plan as there are different levels of PY 14 and 15 DLW Formula Funds available in the three WDAs. The DLW Rapid Response Work Plan for the NR/MR WDA (based off of the original Rapid Response Funding Request) is found in Appendix C.

This Plan is intended to put processes in place that will create an environment that enables economic transition for the region. This Plan is just the beginning. Outcomes and results from some activities in this Plan may not be fully realized for several years.

A Management Team made up of the following: WDA Staff (Directors & Business Liaisons), VT OED, DLW Program Operators, One-Stop Center/VEC Managers, Workforce Development Community College staff, Rapid Response Coordinator and Local/Regional/State Economic Development representatives, will meet on a regular basis and oversee the Plan’s activities. The Budget for this Plan is found in Appendix E.

Introduction

The NR/MR WDB has a vision to have a proactive plan that would identify the region's needs and develop methods of meeting those needs through partnerships and collaboration of State and local agencies and organizations.

The development of this Plan was done in three stages:

Stage I – Original Request

Working under limited guidance, the New River/Mount Rogers Workforce Development Board prepared a Rapid Response Funding Request, based off of our experience as to what Virginia traditionally funded for Rapid Response.

As a response, the State requested that NR/MR WDB facilitate a Regional Rapid Request Plan that included the Southwest Virginia Workforce Development Board and the Western Virginia Workforce Development Board.

Stage II – Strategies and Action Item Development

Through three regional meetings NR/MR WDB staff met with 56 stakeholders in person and six (6) which participated via the internet. The participants were representatives from: One-Stop System Partners, K-12 and Post-Secondary Education, Economic Development, Local Government, Businesses and Community Organizations, plus representatives from the Southwest Workforce Development Board and Western Virginia Workforce Development Board. Each meeting consisted of an overview of the Rapid Response program and activities to engage the participants in strategy development. Sign-In sheets and Agenda for these sessions are found in Appendix A.

Stage III – Comment and Final Approvals

The NR/MR WDB requested input from regional stakeholders and meeting participants on the Draft Rapid Response Plan.

On April 27, 2016 the NR/MR WDB gave tentative approval of the Draft Rapid Response Plan, allowing for final review of the Executive Committee and Area 1 and Area 3's Executive Directors.

Mission Statement

Will be defined by Management Team

Vision

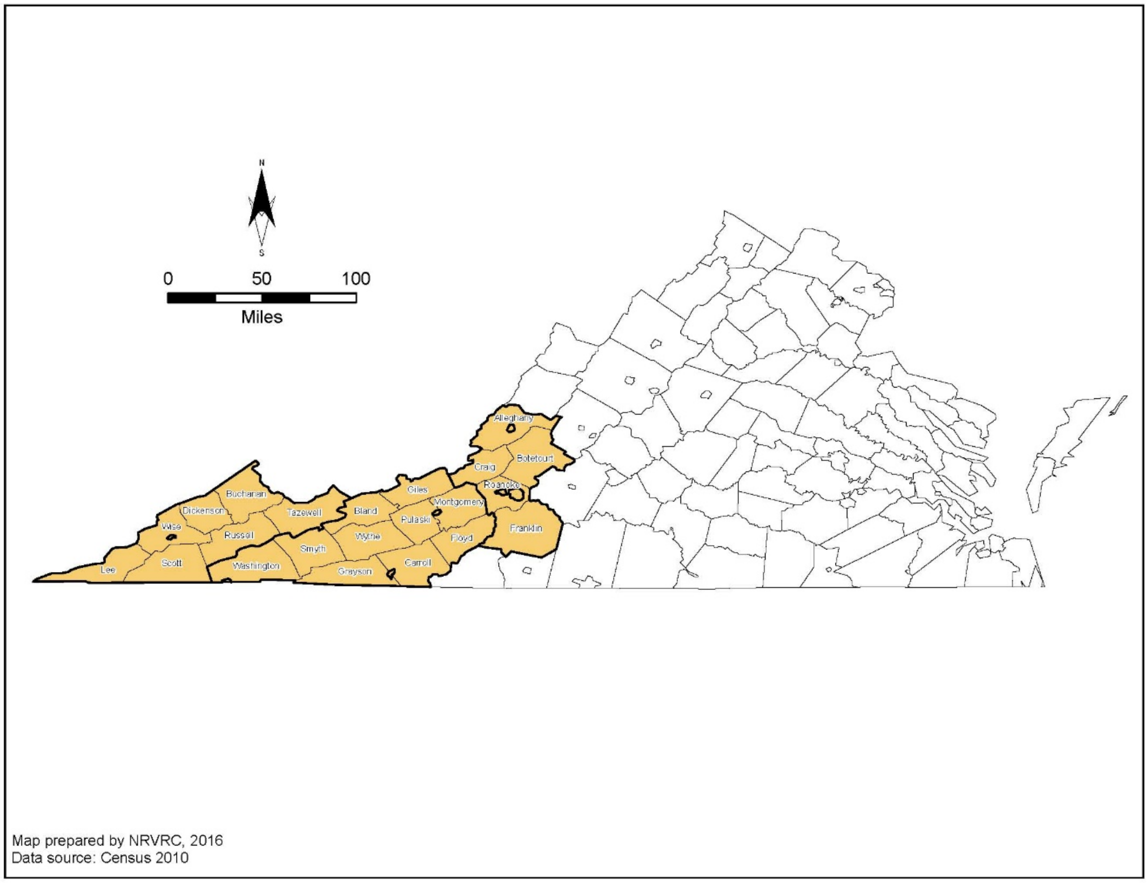
Will be defined by Management Team

Values

Will be defined by Management Team

Background

The region covered by this Plan is 9,831 square miles (approximately 23% of the Commonwealth) which encompasses 29 jurisdictions, five (5) Planning Districts and three (3) Workforce Development Areas.



Population

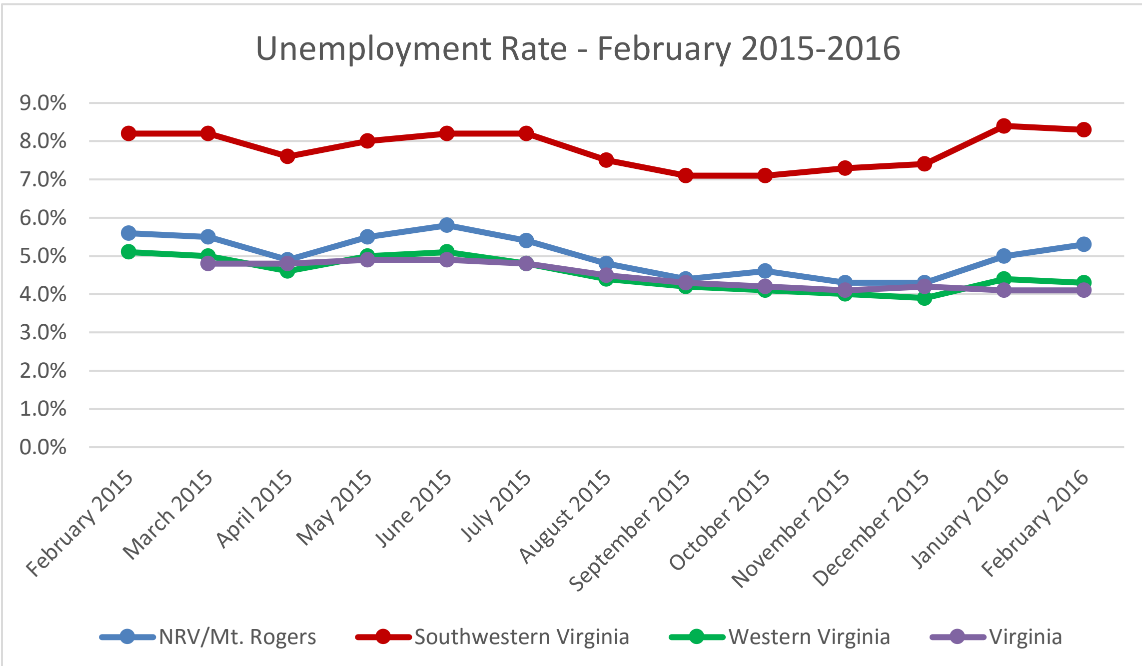
With the exception of a few localities (and most of the Western Virginia Workforce Area), the area covered in this Plan is experiencing low and/or declining population growth since 2001. Population growth is one indicator of a vibrant and growing economy, further proof that this region is experiencing an economic disruption, which requires intervention to shift the trend.

Locality	2001 Population	2010 Population	2016 Population	2001-2010 Population Change	2010-2016 Population Change
Southwest Virginia WDA I					
Buchanan County, VA	26,501	24,028	22,692	(9%)	(6%)
Dickenson County, VA	16,237	15,870	15,071	(2%)	(5%)
Lee County, VA	23,320	25,544	24,788	10%	(3%)
Russell County, VA	29,001	28,841	27,725	(1%)	(4%)
Scott County, VA	23,127	23,126	22,131	(0%)	(4%)
Tazewell County, VA	43,986	45,159	43,070	3%	(5%)
Wise County, VA	41,811	41,591	39,513	(1%)	(5%)
Norton City County, VA	3,896	3,964	4,064	2%	3%
New River Mount Rogers WDA II					
Bland County, VA	6,876	6,824	6,551	(1%)	(4%)
Carroll County, VA	29,447	30,041	29,531	2%	(2%)
Floyd County, VA	14,086	15,335	15,732	9%	3%
Giles County, VA	16,799	17,298	16,712	3%	(3%)
Grayson County, VA	16,548	15,462	14,883	(7%)	(4%)
Montgomery County, VA	85,246	94,585	98,758	11%	4%
Smyth County, VA	32,932	32,192	31,305	(2%)	(3%)
Pulaski County, VA	35,121	34,820	34,123	(1%)	(2%)
Washington County, VA	51,441	54,863	54,801	7%	(0%)
Wythe County, VA	27,585	29,256	29,167	6%	(0%)
Bristol City County, VA	17,330	17,856	17,003	3%	(5%)
Galax City County, VA	6,775	7,077	7,044	4%	(0%)
Radford City County, VA	16,188	16,434	18,090	2%	10%
Western Virginia WDA III					
Alleghany County, VA	17,082	16,224	15,680	(5%)	(3%)
Botetourt County, VA	30,745	33,188	33,143	8%	(0%)
Craig County, VA	5,056	5,176	5,253	2%	1%
Franklin County, VA	48,384	56,219	56,853	16%	1%
Roanoke County, VA	85,936	92,460	94,612	8%	2%
Covington City County, VA	6,319	5,955	5,748	(6%)	(3%)
Roanoke City County, VA	94,937	96,820	100,433	2%	4%
Salem City County, VA	24,487	24,925	25,731	2%	3%

Source: EMSIAnalyst QCEW 2016.1

Unemployment

From this chart it is easy to see that the Southwest Virginia Workforce Development Area has suffered highest unemployment in the region (and one of the highest in the Commonwealth) for more than a year. The New River/Mount Roger Workforce Development Area's economic disruption didn't happen until January/February 2016 (uptick in unemployment is beginning to show).



Average Wages

Average wages for the region continue to lag far behind the State averages. As coal miners continue to lose their jobs, the wages in SWVA WDA will continue to drop.

Workforce Development Board	2010 Annual Average Wage	2015 Annual Average Wage
New River/Mt. Rogers Workforce Investment Board	$33,223	$35,987
Southwest Virginia Workforce Investment Board	$35,764	$34,986
Western Virginia Workforce Development Board	$37,599	$40,822
Virginia	$49,672	$53,609

Source: EMSIAnalyst QCEW 2016.1

Median Household Income

The Median Household Income from the region (mostly in Areas 1 and 2) are substantially lower than the State's average. This could be contributed to many factors, but low and inconsistent wages and a lack of disposable income to use in investments are key.

Employment by Industry Sector

The tables on the following pages highlight employment trends by industry sector in the region. Over the past five years, the region has lost jobs in many sectors, especially mining, construction, and information. Losses were widespread across nearly all sectors in the Workforce Area I, as losses in the mining sector ripple through the rest of the region's economy. Workforce areas II and III lost jobs in mining and construction as well, but show stability or growth in logistics, education, professional services and health care.

The manufacturing sector is a major economic driver throughout the Plan region, accounting for nearly 13% of all jobs in the region. While manufacturing employment has increased over the last five years, it is well below peak levels in the early 2000's, as globalization and automation has displaced many workers. The table on page 14 highlights the decreases in traditional sectors, especially textiles, as well as machinery and electrical equipment manufacturing. Many of these decreases are among suppliers of equipment to the coal industry. Transportation equipment manufacturing and food and beverage manufacturing remain strong sectors in the region.

Industry Sector Employment

Industry (2 digit NAICS)	Region Combined		WDA I		WDA II		WDA III	
Industry description	Number Employed (2015)	Employment Change (2010-2015)	Number Employed (2015)	Employment Change (2010-2015)	Number Employed (2015)	Employment Change (2010-2015)	Number Employed (2015)	Employmen Change (2010-2015
Crop and Animal Production	1,331	8%	211	26%	700	14%	421	(5%)
Mining, Quarrying, Oil and Gas Extraction	4,477	(32%)	4,015	(34%)	350	27%	112	(30%)
Utilities	947	(10%)	288	(3%)	232	(14%)	427	(12%)
Construction	14,929	(15%)	2,589	(44%)	4,462	(7%)	7,878	(2%)
Manufacturing	47,559	10%	3,116	(17%)	27,013	14%	17,430	11%
Wholesale Trade	10,999	(6%)	1,295	(19%)	2,976	(7%)	6,728	(2%)
Retail Trade	45,768	(1%)	9,177	0%	18,474	3%	18,117	(5%)
Transportation and Warehousing	11,635	5%	1,482	(0%)	3,210	14%	6,943	2%
Information	3,559	(15%)	587	(39%)	1,182	(5%)	1,790	(9%)
Finance and Insurance	10,001	4%	1,371	(5%)	2,401	(2%)	6,229	8%
Real Estate and Rental and Leasing	3,761	10%	352	(10%)	1,545	19%	1,864	8%
Professional, Scientific, and Technical Services	13,693	5%	2,249	15%	4,244	7%	7,199	0%
Management of Companies and Enterprises	6,428	0%	734	14%	1,110	(14%)	4,584	2%
Administrative/Waste Mgmt./Remediation	15,364	(6%)	1,791	(18%)	5,143	(9%)	8,430	(1%)
Educational Services	3,587	(2%)	420	5%	992	(14%)	2,174	4%
Health Care and Social Assistance	48,280	6%	8,567	(5%)	15,050	4%	24,662	12%
Arts, Entertainment, and Recreation	2,758	(4%)	210	(30%)	1,072	(1%)	1,476	(1%)
Accommodation and Food Services	31,200	6%	4,179	(1%)	13,631	6%	13,390	8%
Other Services (except Public Administration)	9,729	(0%)	1,296	(17%)	2,956	(7%)	5,477	9%
Government	67,146	(3%)	14,097	(6%)	31,759	0%	21,290	(6%)

Source: EMSIAnalyst QCEW 2016.1

Manufacturing Employment

Manufacturing Subsectors (3-Digit NAICS Codes)	Combined Region		WDA I		WDA II		WDA III	
Industry description	# Employed (2015)	Employment Change (2010-2015)	# Employed (2015)	Employment Change (2010-2015)	# Employed (2015)	Employment Change (2010-2015)	# Employed (2015)	Employm Change (2010-201
Food Manufacturing	1,229	7%	<10	N/A	670	6%	557	9%
Beverage and Tobacco Product Manufacturing	1,563	18%	188	(31%)	897	24%	477	44%
Textile Mills	952	(24%)	15	(59%)	801	(17%)	137	(46%)
Textile Product Mills	499	(7%)	156	61%	51	(52%)	292	(13%)
Apparel Manufacturing	510	(24%)	<10	N/A	334	(27%)	176	17%
Leather and Allied Product Manufacturing	57	280%	0	0%	57	307%	0	Insf. Dat
Wood Product Manufacturing	3,990	9%	319	(28%)	1,115	(4%)	2,556	25%
Paper Manufacturing	2,080	33%	<10	N/A	129	63%	1,950	31%
Printing and Related Support Activities	592	(26%)	27	(48%)	112	(38%)	453	(20%)
Petroleum and Coal Products Manufacturing	145	23%	114	119%	32	(3%)	0	(100%)
Chemical Manufacturing	3,304	20%	113	(27%)	2,491	38%	700	(13%)
Plastics and Rubber Products Manufacturing	4,077	17%	121	21%	1,818	16%	2,138	18%
Nonmetallic Mineral Product Manufacturing	1,846	(9%)	92	(51%)	1,079	(6%)	675	(2%)
Primary Metal Manufacturing	769	(7%)	19	N/A	262	17%	488	(18%)
Fabricated Metal Product Manufacturing	3,708	7%	498	(21%)	1,487	4%	1,723	22%
Machinery Manufacturing	3,287	(15%)	708	(15%)	2,092	(17%)	487	(0%)
Computer and Electronic Product Manufacturing	1,174	(9%)	62	(73%)	345	16%	766	(1%)
Electrical Equipment, Appliance, Component Mfg.	4,258	(10%)	171	21%	2,828	(18%)	1,258	14%
Transportation Equipment Manufacturing	9,475	74%	11	(81%)	8,005	82%	1,458	48%
Furniture and Related Product Manufacturing	2,870	0%	416	40%	1,920	(1%)	533	(16%)
Miscellaneous Manufacturing	1,174	(6%)	82	(8%)	487	5%	605	(13%)

Source: EMSIAnalyst QCEW 2016.1

Challenge: *Times are changing. Although there are a large number of dislocated workers in the region, many are not seeking services. It is unclear if they don't know about services available or if they are unable or unwilling to "drive" to access services. What is clear, is that there needs to be a consistent and concise message across the region about services that are available, and a variety of opportunities and methods for job seekers to engage with the system.*

Goal 1

To provide traditional and non-traditional informational and reemployment services for dislocated workers.

Through the activities listed in this section by July 30, 2016:

200 additional* DLWs/long-term unemployed will be served through Career Services
125 will be given individualized career services and/or referred to programs with training funds (Formula DLW, Adult, Youth, POWER, other)
95 will be employed

*this is in addition to the 185 in the People, Inc. contractual portion of the Plan

Strategy: Develop an Outreach Plan/Program directed at the general population about reemployment programs and services offered throughout the region.

Action Item	Responsible Parties	Completion Target Date	Completion Date
Seek out at least four (4) best practice models from around the Commonwealth/Country	Management Team – all research & evaluation; WDB Staff – compiling report	August 30, 2016	
Develop a written Outreach Plan (with intended outcomes) that meets cost and time constraints	Management Team; WDB staff writing report	September 30, 2016	
Implement Plan	WDB Staff – direct oversight; Management Team and One-Stop System Partners based on various components	October 1, 2016	
Evaluate for effectiveness – using surveys and adjust as necessary	Management Team – develop survey; One-stop Partners – offer surveys to participants/businesses	March 31, 2016	

NOT FUNDED

~~**Strategy:** Acquire a "Coordinated Service Platform" that will allow: Customer accesses from anywhere (including mobile devices), integrated case management and communication between programs/agencies and the ability to track referrals.~~			
~~**Action Item**~~	~~**Responsible Parties**~~	~~**Completion Target Date**~~	~~**Estimated Cost**~~
~~Develop and Post an RFP for Service Platform based on desired/needed components and outcomes~~	~~WDB Staff and Management Team (group writing efforts)~~	~~May 30, 2016~~	
~~Evaluate RFPs and select provider~~	~~Management Team, NR/MR WIA Consortium Board~~	~~July 20, 2016~~	
~~Negotiate Contract~~	~~NR/MR WIA Consortium Board and Staff~~	~~August 31, 2016~~	~~$100,000~~
~~Plan, design, and train on Platform~~	~~WDB Staff – direct oversight; Working with the Platform Provider – the Management Team and One- Stop System Partners~~	~~October 30, 2016~~	
~~Implement Platform with Title I DLW and at least three (3) other partners participating~~	~~WDB Staff – Direct oversight; Platform provider, Regional and One- Stop System Partners~~	~~November 1, 2016~~	
~~Based on surveys and comments of users - Evaluate and adjust~~	~~WDB staff – direct oversight; working with Platform provider, management team will develop surveys and One- Stop System Partners will offer them to users of the platform~~	~~On-going for 12 months~~	
~~Develop a sustainability plan to continue the service past the grant funding~~	~~Management Team~~	~~January 30, 2017~~	

~~Note: It is understood that there is some discussion in State Agencies for a platform that might meet the needs of this Strategy (SARA and/or modifications to the "Common Screening Tool"). Areas 1, 2 & 3 are willing to pilot a program initiated by the State, but it is needed sooner than later. In other words, there is not time for long bureaucratic negotiations.~~

Strategy: Create additional transportation options that will enable workers to get from where they live to where there are job opportunities.			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Map out and evaluate current bus routes and work with providers to maximize this option for job seekers	WDB Staff – Direct Oversight; Transportation providers – provide current routes & possible options, PDC Staff – work as intermediaries and assist with option explorations	Oct. 30, 2016	
Work with Ride-share to develop and implement potential alternative options (similar to the program they are developing with the West Piedmont Chamber)	WDB staff – Direct Oversight; Ride-Share & PDC Staff develop alternative transportation opportunities; Operator Staff and Regional Partners – give input to participant needs and make connections to participants about transportation options.	Dec. 31, 2016	
Develop and implement a process to use the bus owned by Area 1 to move job seekers from a central point in Area 1 into employment areas of Areas 2 and/or 3	PDC Staff, WDB Staff, Program Operator Staff	Dec. 31, 2016	
Explore entrepreneurship opportunities for DLWs to provide transportation services	WDB Staff – Direct Oversight; VT KnowledgeWorks – deliver program; My SWVA Opportunities – guidance of community needs; Program Operator Staff – referrals to the program	June 30, 2017	(see Entrepreneurship Action Items)
Evaluate Outcomes – evaluation tool/method not known at this time	WDB Staff, PDC staff	July 30, 2017	

Strategy: Explore and provide new, non-traditional "career" services to DLWs			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Explore options, select program to provide Debt Management Services to DLWs (at least two sessions in each WDA)	Management Team – research options – make selection; Program Operators – refer participants to program	April 30, 2017	
Explore options and provide group counseling for depression, substance abuse and other emotional issues that impact the ability of a DLW to be re-employed (at least one series of sessions in each WDA)	Management Team – research options – make selection; Program Operators – refer participants to program	Dec. 31, 2016	
Provide a 5 laptop "Roving Computer Lab" (and all support items) for WDA 1 & 3 and promote regular partner uses of the RCLs in non-traditional venues for job seeker outreach/assessment and digital literacy in Areas 1 & 3. By end of grant period have at least new two partners in each WDA using the RCLs in a non-traditional setting.	WDB Staff – direct oversight of program; Program Operator Staff and Partner Staff – assist in partnership development and use of roving labs in the area	On-going	
Offer Community Programs Orientations (CPO) in coordination with the VEC's Reemployment Services and Eligibility Assessment (RESEA) events to offer better coordination of services to individuals whose UI is running out (and reconnect to potential DLWs) at least one a month in each WDA. By the end of the grant period, offering one CPO per month in each WDA.	Program Operator Staff, VEC Staff and Partner staff – to develop a program that works for all partners; offer the program;	On-going	
Offer Enhanced Job Matching: intervention to determine basic employee skills, determine employers within a reasonable radius who hire people with similar skills, and contact	VEC Staff	June 30, 2017	

those employers to inquire about open positions to match the displaced workers			
Provide Paper UI Claim form in emergency situations	Approval by WDB, VEC to provide and process	June 30, 2017	
Develop and implement a survey for job seekers and workforce partners to evaluate Outcomes based on increased referrals and outcomes.	Management Team will develop the survey; program partners will provide the survey to participants and staff	July 30, 2017	

Strategy: Provide non-traditional job seeker/employer engagement events			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Offer at least one Reverse Job Fair event in each WDA, promoting very specific in demand occupations, for specific businesses	Management Team will plan event and invite businesses Program Operator Staff will select participants	April 30, 2017	
Offer at least one Social Event for job seekers and employers in each WDA (targeting DLW "professionals")	Management Team will plan event and invite businesses Program Operator Staff will select participants	April 30, 2017	
Develop a process to Evaluate Outcomes and implement	Management Team	July 30, 2017	

Strategy: Provide Community-Based Entrepreneurship Exploration Opportunities (with specific focus on recruiting and working with those individuals that are interested and possess translatable technical skills to be makers or craftsman or trades-related entrepreneurs).			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Hold four (4) Entrepreneurship Option Workshops (one in Area 1, two in Area 2 and one in Area 3) for a minimum of 15 DLWs (five in each WDA). Youth and/or Adult participants can be included in the workshops.	WDB Staff – Direct Oversight; VT KnowledgeWorks – deliver program; My SWVA Opportunities – guidance of community needs; Program Operator Staff – referrals to the program	April 30, 2017	
Hold four (4) "Startup Chatup" sessions (one in Area 1, two in Area 2 and one in Area 3)	WDB Staff – Direct Oversight; VT KnowledgeWorks – deliver program based on the workshops	May 31, 2017	
Make referrals to SBDs and/or other small business/entrepreneurship training programs for 5 DLWs	VT KnowledgeWorks, My SWVA Opportunity, WDB Staff, Program Operator Staff	June 30, 2017	
Develop a process to Evaluate Outcomes and implement	Management Team	July 30, 2017	

***Challenge**: The workforce system continues to struggle with efficient and effective business engagement. The current policy structure in Virginia does not support activities that are needed and valued by businesses, despite that the law allows for such activities.*

Goal 2

Provide innovative/collaborative solutions for businesses in transition (growth and decline)

Through the activities listed in this section by July 30, 2016:

60 Businesses will be contacted
12 Businesses will be served with enhance business services
Est. 540 jobs saved
Est. 50 jobs created

Strategy: Provide Lay-off Aversion Strategies for Regional Businesses			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered *May include special workshops	Management Team, VT OED, Genedge, Local/regional/State Economic Development – through various forms of outreach will identify companies that may need “wrap-around” services and working with the company devise a plan to mediate risk.	March 31, 2017	VT will have a separate proposal w/ VCCS to provide services for this project
Identify opportunities for potential economic transition and training needs in growing industry sectors or expanding businesses *May include special workshops	Management Team, VT OED, Genedge, Local/regional/State Economic Development – through various forms of outreach will identify companies that may be positioned for transitioning to new markets/products and make appropriate referrals – this funding is only stops at the	Feb. 28, 2017	See VT Proposal & Genedge

	"identifying" and referral stages.		
Conduct analyses of the suppliers of an affected company to assess their risks andvulnerabilities from a potential closing or shift in production of their major customer	VT OED – see proposal	Feb. 28, 2017	See VT Proposal
Provide Incumbent Worker Training to at least one company (identified with a need by VT OED/Genedge and/or WDB Business Liaison) in each WDA	WDB's Business Liaison, Local/regional/State Economic Development, Training Provider		
Connect businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships	~~WDB's Business Liaison~~ Without a key **person** in a position to connect businesses to programs this will continue to be haphazard at best. WDB staff will continue to inform our Management Team members about opportunities available in the region and work towards a having more coordination in the Business Solution Units. This is a difficult problem to solve as directives from State agency heads is different than what is needed at the local level.	On-going	See travel & Outreach
Promote and support outreach for on-site retraining, programmatic promotions and assessments to businesses using the Roving Computer Labs (RCLs)	Without a key **person** in a position to connect businesses to programs this will continue to be haphazard at best. WDB staff will continue to inform our Management Team members about opportunities available in the region and work	On-going	See travel and Outreach

	towards a having more coordination in the Business Solution Units.		
Hold at least one industry specific job fair in each WDA	Management Team to plan and implement	June 30, 2017	
Develop a process to Evaluate Outcomes and implement	Management Team	July 30, 2017	

Note: the incumbent worker training was not removed from the plan as the planning team feels the need for funding that is not tied to the community college system is still needed in the region (as some companies already know who provides the training they need and they do not need a third party to help them "plan" or "develop" the training). It has been removed from the budget. We will continue to explore other options to meet this need.

NOT FUNDED

~~**Strategy:** Increase the capacity of WDBs to engage the Business Community~~			
~~**Action Item**~~	~~**Responsible Parties**~~	**Completion Target Date**	
~~Hire a Business Liaison staff person for Areas 2 & 3 (Area 1 currently has one)~~	~~WDB Staff~~		
~~Provide necessary/updated tools for all three (computers, phones, etc.)~~	~~WDB Staff~~		
~~Provide necessary training for all three (Consultative Selling Process)~~	~~WDB Staff~~		
~~Develop sustainability plan to maintain positions past life of the grant~~	~~WDB Staff~~		
~~Facilitate a "capacity building" workshop on Strategic "culture shift" toward the New Economy for each WDB~~	~~VA Community Economic Network~~		
~~Working with VT OED, develop a business liaison strategy and work jointly with regional Economic business liaison and retention and expansion activities, helping to better align business contact activities across organizations and jurisdictions~~	~~WDB Staff, WDB Business Liaison, Economic Development & VT OED~~		

Note: The Business Liaison position was not "removed" from the Plan as regional partners saw this as a need. It is removed from the budget as requested. We will continue to explore ways to fund this position.

***Challenge**: Communication and relationships are the tools needed for the Workforce system to effectively serve the business community, whether it's for career pathway development and/or for an early warning system for potential layoffs/closures. But the Workforce System is frequently focused on finding the "problem" to meet the most recent "solution" (or funded project), rather than waiting for the business community to clearly state what needs they want the "system" to meet.*

Goal 3

Use Sector Partnerships as a method of convening, brokering and facilitating the connections, networks and partners

Strategy: Develop relationships with businesses to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated workers in obtaining reemployment as soon as possible

Action Item	Responsible Parties	Completion Target Date	Completion Date
Designate VT OED as the "Third Party Convener" for the Partnerships during the project period	WDB Staff	Start of project	See VT proposal
Create at least five "Sector Partnerships" (at least one in each WDA, and least two that cover two different WDAs)	VT OED, ~~WDB Business Liaisons~~, Economic Development, Industry Leaders – through business contacts during the project identify companies that have a similar need and bring them together for starting conversations/meetings and Community Workforce Advancements, LLC* - to continue to help guide the process and help facilitate beginning meetings	June 30, 2017	
Work through "Sector Partnerships" for greater collaboration with community and education partners to develop more qualified employees by creating at least one new training program/initiative in each WDA	VT OED, ~~WDB Business Liaisons~~, Economic Development, Industry Leaders, K-12, Community College, Adult Education, and others	June 30, 2017	

Through Sector Partnerships develop a marketing plan to target Unemployed and Underemployed workers about in-demand careers in targeted industries	Sector Partnership members	June 30, 2017	(part of "outreach" cost)
Through Sector Partnerships develop a marketing plan to target high school students and their parents about careers that provide sustainable, long-term employment with targeted industries	Sector Partnerships	June 30, 2017	(part of "outreach" cost)
Survey businesses in the partnerships to evaluate effectiveness	~~WDB Business Liaison~~/VT OED	June 30, 2017	

**Community Workforce Advancements, LLC has been working with WDA 2 on developing sector strategies/partnerships. Their support will continue through the opening phase of this Plan.*

Strategy: Increase Communication Capacity between businesses and partners			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Source and purchase web-based meeting platform to use for Management Team and Sector Partnership meetings	WDB Staff	Sept. 30, 2017	
Acquire and implement a "Customer Contact" program/platform to use for business contacts	WDB Staff and Partners	Dec. 1, 2017	
Enable WDB and VEC staff to travel to various "rapid response" events/activities to ensure customers and partners have needed information to implement and facilitate regional programs	WDB Staff and VEC	July 31, 2017	

Challenge: *Proving the "value added" services of the region's workforce system.*

Goal 4

Increase the WDBs capacity for strategic planning, data gathering and analysis

Strategy: Increase the region's stakeholder's capacity for strategic "thinking" and planning

Action Item	Responsible Parties	Completion Target Date	Completion Date
Develop and implement regional clearing house for currently collected data	Management Team; As some PDCs are working towards this end already, working with them to determine best solutions for implantation	March 31, 2017	See outreach
Assessing the three WDAs on the regional ecosystems in place to support the New Economy / Agile Communities(entrepreneurship and small business development) and to work with the WDBs in engaging community leaders in these discussions (including follow-up and support)	WDB Staff to organize meetings and VA Community Economic Network to facilitate the meetings	March 31, 2017	

Strategy: Tell the Regional Workforce Story (and how the work that is done, impacts the region)			
Action Item	**Responsible Parties**	**Completion Target Date**	**Completion Date**
Create/Source a regional Workforce reporting “tool” (newsletter, annual report, digital story, etc.) to highlight successes, ROI, and report on activities within the region	WDB Staff – to create/source tool and Program operators and One-Stop Partners to provide data and success stories	June 30, 2017	
Develop a process by which the information is disseminated to the regional stakeholders	WDB staff and Management Team	July 30, 2017	See outreach

Other:

Grant Management and Oversight: development and oversight of MOUs/Contracts/reporting; coordination of meetings and communication	NR/MR WDA Consortium Board & Staff	August 31, 2017	