

MEMORANDUM OF UNDERSTANDING

Pursuant to the Workforce Innovation and Opportunity Act of 2014 for the One-Stop Delivery System in the New River/Mount Rogers Workforce Development Area

This Memorandum of Understanding (MOU) is entered into in accordance with provisions of the Workforce Innovation and Opportunity Act (WIOA), and the laws of the State of Virginia by and between the New River/Mount Rogers Workforce Development Area Consortium Board (NR/MR WDA CB) in conjunction with the New River/Mount Rogers Workforce Development Board (NR/MR WDB) and all mandated WIOA Partners of the Workforce System.

PURPOSE OF MEMORANDUM OF UNDERSTANDING

This MOU represents efforts to align and integrate service delivery across programs, improve efficiency of service delivery, and ensure that our workforce system in the region is job-driven, matching businesses with skilled workers. The overall intent of the MOU is to promote a shared understanding of the workforce needs within the New River/Mount Rogers region and foster development of more comprehensive and integrated approaches, such as sector-based strategies, system building, and career pathways, to address the needs of businesses and workers. To accomplish our goals, we understand the need to strengthen service delivery by building strong partnerships.

This agreement is entered into in a spirit of cooperation by the partner agencies and organizations to describe how their various funding and institutional resources can be utilized to better serve mutual customers (businesses and job seekers). It is understood that the development and implementation of this system will require mutual trust and teamwork between all agencies and organizations (the partners) to accomplish shared goals.

LOCAL MISSION, VISION AND VALUES

Mission

The New River/Mount Rogers Workforce Development Area Workforce Partners support the region's economy through a collaborative approach to meeting needs of businesses and job seekers that is flexible and adaptable to the changing economic ecosystem. In addition, we hold ourselves accountable to all our stakeholders in the region.

Vision

The New River Mount Rogers Workforce Development Area Workforce Partners envision a region where every business has access to a qualified, job-ready workforce and every citizen in the region has the skills needed to secure meaningful employment, competitive wages, and career advancement through an integrated workforce support infrastructure.

Values

- Importance of Business Leadership
- Customer*- Focused
- Accountability of all Stakeholders**
- Efficiency and Effectiveness of Service Delivery
- Working Partnership between Workforce and Economic Development Organizations
- Accessibility to Career and Life-Long Learning Opportunities

*Customers are businesses and job seekers

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

To further the vision and to support the values all partners signed herein will:

- Think and act as an integrated system of programs that share common goals, yet are delivered by various partners with the best capabilities.
- Create a delivery system that is responsive to businesses and prioritize services to respond to high demand occupations and critical job needs of targeted industry clusters.
- Focus workforce efforts on outcomes and make investments in programs and services accordingly.
- Align goals and initiatives with economic development, labor, and education partners.
- Regularly review program and service performance for quality improvement

SYSTEM STRUCTURE

The NR/MR WDA covers over 4,300 square miles. In an effort to best meet the needs of job seekers and businesses the LWDA has a variety of “physical” entry points into the system (see list below) as well as the NR/MR WDB website, which offers a virtual entry point into the system. Each entry point offers access to basic career services as well as a “no wrong door” approach to business services. At the regional comprehensive One-Stop and affiliates, where multiple partners are present, roles are clearly defined based on funding streams and this MOU.

Traditional partners in the NR/MR WDA workforce system include:

- WIOA Title 1: Contracted Program Operators are: Goodwill Industries of the Valleys, Inc. (Adult and Youth in the NRV PD); People Inc. (Adult & Youth in MR PD), DLW and One-Stop Operator (in all of NR/MR WDA)
- WIOA Title II: Mount Rogers Regional Adult Education (MR PD) and NRCC Office of Transitional Programs (NRV PD)
- WIOA Title III: Virginia Employment Commission
- WIOA Title IV: Department for Aging and Rehabilitative Services
- Community Colleges: New River, Virginia Highlands and Wytheville

- Virginia Department of Labor and Industry (Apprenticeships)
- K-12 Career and Technical Education: all 13 school divisions
- TANF: all 13 Departments of Social Services
- Job Corps: Blue Ridge Job Corps
- Virginia Department of Juvenile Justice
- Virginia Cares: New River Community Action and People Inc.
- Other Workforce Programs: Good Care (Goodwill Industries of the Valleys), Swift Start (TAP), CPID (DARS), Pathways to the American Dream (NR/MR WDB)

Non-traditional partners include (but not limited to):

- Chambers of Commerce and Industry Organizations: City of Bristol, Floyd County, Montgomery County, Pulaski County, Smyth County, Twin County, Washington County, and Wytheville/Wythe/Bland, Southwest Virginia Alliance for Manufacturing, Roanoke/Blacksburg Technology Council, Southwest Virginia Technology Council
- Economic Development: VEDP (Virginia Economic Development Partnership), Virginia Tech Office of Economic Development, Mount Rogers Planning District Commission, NRV Economic Development Alliance, NRV Regional Commission, Virginia's Industrial Advancement Alliance, City of Bristol, Blue Ridge Crossroads Economic Development Authority, Floyd County, Montgomery County, Pulaski County, Smyth County, Washington County, Wythe Joint IDA
- Others: Virginia Department of Small Business and Supplier Diversity, Small Business Development Centers (Galax & Abingdon), GENEDGE Alliance, Manufacturing Technology Center, CAEL (Center for Adult Education and Learning), VALRC (Virginia Adult Learning Resource Center), VCCS (Virginia Community College Systems Office), United Way Southwest Virginia, Radford University School of Social Work, SWVA Center of Excellence

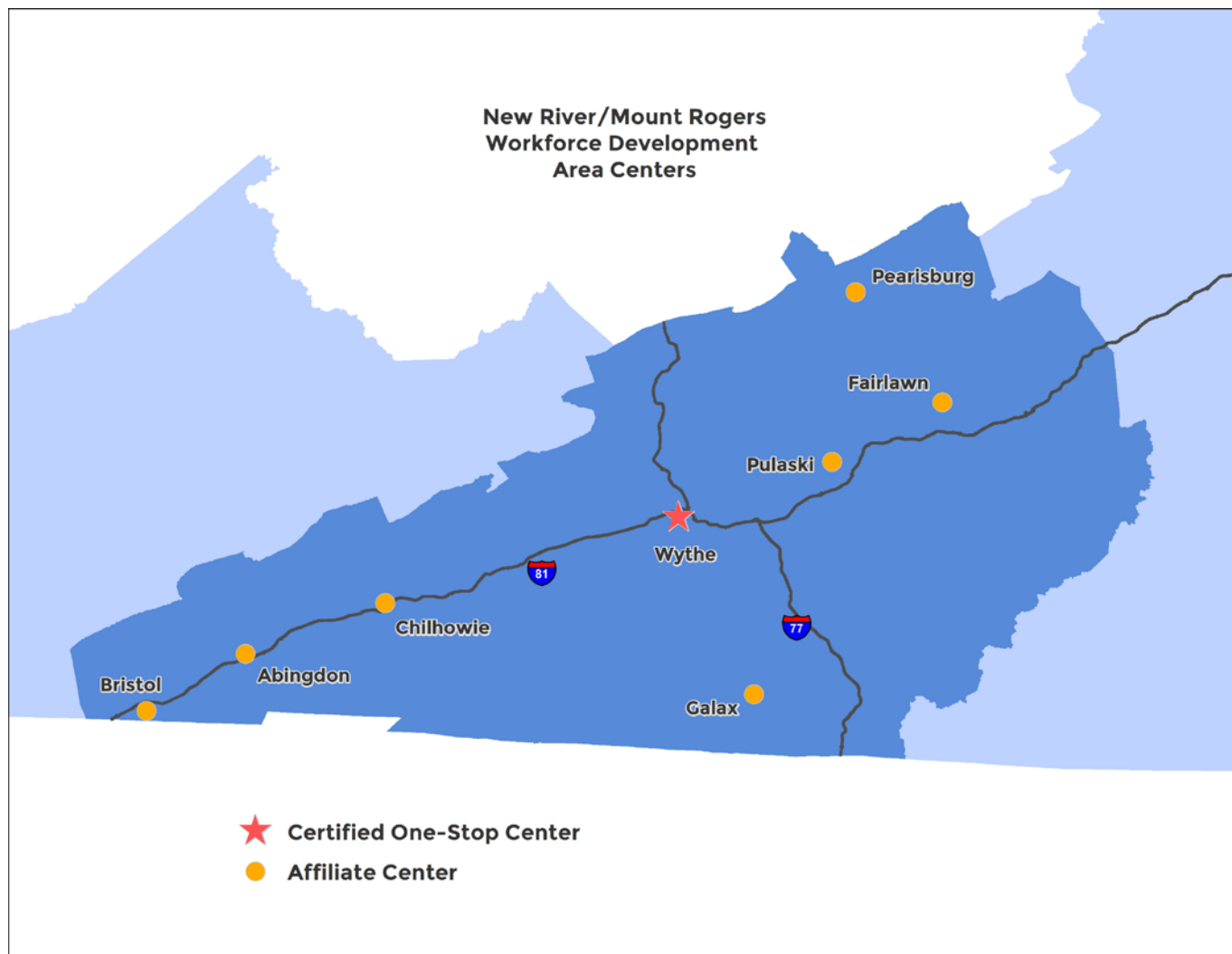
The Workforce Partners have a Facebook and LinkedIn page where we share information about what is happening in the region.

The Facebook page targets job seekers (and the general public).

<https://www.facebook.com/nrmrworkforcenetwork/>

LinkedIn focuses on business and partner outreach. <https://www.linkedin.com/company/va-workforce-network>

New River Mount Rogers Workforce Center Sites:



Below is a listing of locations where individuals can access face-to-face workforce services. While services with NRMROWDB partners are expansive, available in their offices, and on-line for many customers, we provide a variety of locations for businesses and customers to efficiently and effectively access services in person.

COMPREHENSIVE CENTER:

Wytheville One-Stop Campus
800 East Main Street
Wytheville, VA 24382

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Veterans Services
- Unemployment Insurance
- Adult, Youth & Dislocated Worker Programs

- Possible training and education funding – based on eligibility
- Job Fairs
- Job Postings
- Department for Aging and Rehabilitative Services/Vocation Rehab
- Adult Education Programs – as scheduled
- Workshops – as scheduled
- Senior Community Service Employment Program (SCSEP) – by appointment
- Job Corp – by Appointment

AFFILIATE CENTERS:

Abingdon

People Inc
1173 West Main Street
Abingdon, VA 24210
Phone: (276) 619-2255

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Adult, Youth & Dislocated Worker Programs
- Possible training and education Funding – based on eligibility
- Workshops – as scheduled

Bristol

Virginia Employment Commission
200 Bob Morrison Blvd
Bristol VA 24209
Phone: (276) 642-7350

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Veterans Services
- Unemployment Insurance
- Possible training and education Funding – based on eligibility
- Job Fairs
- Job Postings
- Workshops – as scheduled

Chilhowie

People, Inc.
1205 East Lee Highway
Chilhowie, VA 24319
Phone: (276) 521-9133

Services Provided

- Assistance with job search, resume writing, and online job applications.
- Adult, Youth & Dislocated Worker Programs
- Possible training and education Funding – based on eligibility
- Workshops – as scheduled

Fairlawn/Radford

Radford Workforce Center
Suite 1300
6226 University Park Drive
Radford, VA 24141
540-831-5980

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Veterans Services
- Unemployment Insurance
- Adult, Youth & Dislocated Worker Programs
- Possible training and education funding – based on eligibility
- Job Fairs
- Job Postings
- Workshops – as scheduled
- Senior Community Service Employment Program (SCSEP) – by appointment
- Department for Aging and Rehabilitative Services/Vocation Rehab – by appointment

Galax

Crossroads Institute
117 East Stuart Drive
Galax, VA 24333
Phone: (276) 236-0016

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Veterans Services
- Unemployment Insurance
- Adult, Youth & Dislocated Worker Programs
- Possible training and education Funding – based on eligibility
- Adult Education Programs – as scheduled
- Job Fairs
- Job Postings
- Workshops – as scheduled
- Wytheville Community College Programs & Classes
- Small Business Assistance
- Department for Aging and Rehabilitative Services/Vocation Rehab – by appointment
- Senior Community Service Employment Program (SCSEP)– by appointment

Narrows

Goodwill Industries of the Valleys, Inc.
211 Main Street, Suite 101
Narrows, VA 24124
540-726-8201 (phone)

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Adult, Youth & Dislocated Worker Programs
- Possible training and education Funding – based on eligibility
- Workshops – as scheduled

Pulaski

Goodwill Industries of the Valleys, Inc
246 N. Washington Ave.
Suite D
Pulaski, VA. 24301
Phone: (540) 980-1323

Services Provided:

- Assistance with job search, resume writing, and online job applications.
- Adult, Youth & Dislocated Worker Programs
- Possible training and education Funding – based on eligibility
- Workshops – as scheduled

One-Stop Operator

The NR/MR WDB selected the one-stop operator, People, Inc., through a competitive procurement process in accordance with the Uniform Guidance¹, WIOA and its implementing regulations, and Local procurement laws and regulations. All documentation for the competitive One-Stop Operator procurement and selection process is published and may be viewed on the NR/MR WDB website at: <http://nrmrwib.org/about-us/documents-of-interest/>.

GUIDING PRINCIPLES FOR SERVICE DELIVERY

Customer Focused Service

Together, the partners will consider everyone who enters the Campus seeking services a customer and deserving of a quality response and/or service. The NR/MR WDA One-Stop System's primary customers are businesses and job seekers. Meeting their needs will continue to be the focus of every transaction.

Customer Satisfaction and Continuous Quality Improvement

Together, the partners will continue to measure customer satisfaction and continuously improve services to our customers using a single Customer Satisfaction Survey document. The NR/MR WDA Partners located in the Comprehensive and/or Affiliate sites will use an on-line survey for both the Business and Job Seeking customer. See Attachment A.

Commitment to Partnership

The strength of the local workforce system is founded upon the collaborative synergies achieved by the participating partners and it is implicit that all partners will coordinate their service delivery efforts with each other to the extent that they are aligned with their own organization's policies, directives, and obligations. Fostering the partnership is vital to the dynamic evolution of an integrated workforce development system and operational decisions will be designed with customer needs in mind.

A regional Management Team comprised of representatives of all the various system partners, People Incorporated (as the One-Stop Operator) and NR/MR WDA Consortium Board staff will meet quarterly to facilitate:

- a) A coordinated and integrated service delivery system to businesses and job seekers (including Employment and Training Services).
- b) A coordinated and integrated marketing/outreach plan for businesses and job seekers
- c) A customer-based satisfaction and continuous quality improvement process that gathers and uses customer feedback for program improvement. All staff must share in the commitment to and implementation of Customer Service Standards.
- d) An open communication process with regular meetings, consensus decision making where possible, open input for site-based decisions and a structured process for conflict resolution for partner disputes.
- e) The development of site based policies and procedures as needed, to enhance customer services, accountability, and the integration of services into an appropriate local process. (Policies and procedures will be subject to the NR/MR WDA Consortium Board staff and partner agencies input and approval).
- f) Data sharing for information necessary to serve job seekers and/or businesses

Professional Development

Together, the partners will work closely to ensure that the one-stop system, Campus and/or Affiliate are high-performance with staff that has a visible passion for quality of service. Each partner agency commits to staff certification, cross-training of staff (within the system, Campus and/or Affiliate) and other professional learning opportunities for staff that promote continuous quality improvement.

Consensus Management

Together, the partners will work closely to ensure that all the needs of our customers and the system partners are met. The partners will make decisions by consensus at all levels of the organization and promote trust, ownership, and teamwork.

Referral Process

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and businesses. In order to facilitate such a system, partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the partners' programs represented in the New River/Mount Rogers WDA One-Stop System,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Where possible, develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring that partner resources are being leveraged at an optimal level.

Co-Enrollment of Participants

A variety of federal, state, local, and grant-funded programs serve customers in this workforce development area. In the interest of leveraging resources wherever possible to meet the needs of our business community and to help job seeker customers reach their career goals, co-enrollment strategies have been adopted (and encouraged) between programs, which share eligible participants. Integrated Resource Teams (IRTs) are used to help facilitate this process. The IRTs are lead by the Workforce Navigators, which are NR/MR WDB staff.

DATA SHARING

Partners agree that the use of high-quality data is essential to inform decisions made by policymakers, employers, and job seekers. An integrated data system and/or policy is not yet in place in Virginia, and the ability to share data may be limited, but the Partners agree to share what data they can for decision making and planning purposes.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

- All data, including customer PII, collected, used, and disclosed by partners will be subject to the following:
- Customer PII will be properly secured in accordance with the NR/MR WDB's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations. ❖ All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All One-Stop Campus/Affiliate staff and partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

CONFIDENTIALITY

All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the

requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

Outreach

In an effort to create a consistent message about the workforce system, the NR/MR WDB and Partners developed an Outreach Plan.

Goals

- Increase awareness and support for the ***NR/MR WDA One-Stop Delivery System*** among public officials, the media, area residents, unions and trade & business service organizations.
- To become a trusted partner to area business and business/industry organizations.
- Increase customer traffic at and/or contact with the Wytheville One-Stop Campus and regional Affiliates

The intended audience is job seekers, regional business, industry and public sector entities, public officials, the media, area residents, unions, trade & business service organizations. Through this strategic outreach effort, businesses and job seekers will become satisfied patrons of ***NR/MR WDA One-Stop Delivery System*** and tell others of its benefits for our community.

For more details, see Attachment B.

Priority of Service

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance.

Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336),
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination
- Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38), ❖ The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
- all amendments to each, and
- all requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Additionally, all Parties shall:

- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
- Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

PROGRAMS (AND PROVIDERS) OF THE NR/MR WDA ONE-STOP DELIVERY SYSTEM

- Programs authorized under the Workforce Innovation and Opportunity Act Title I
 - New River/Mount Rogers Workforce Development Area Consortium Board (Formula)
 - Goodwill Industries of the Valleys, Inc. (Formula)
 - People, Incorporated of Virginia (Formula)
 - Blue Ridge Job Corp Center

Programs authorized under the Workforce Innovation and Opportunity Act Title II

- Mount Rogers Regional Adult Education Program
- New River Community College Office of Transitional Programs

• Programs authorized under the Workforce Innovation and Opportunity Act Title III

- Virginia Employment Commission

• Programs authorized under the Workforce Innovation and Opportunity Act Title IV

- Department for Aging and Rehabilitative Services

• Programs under Title V of the Older Americans Act of 1965

- Goodwill Industries of the Valleys, Inc.
- Goodwill Industries of Tennesse Area, Inc.
- District Three Governmental Cooperative

• Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301)

- New River Community College
- Virginia Highlands Community College
- Wytheville Community College

• Temporary Assistance for Needy Families/Virginia Initiative for Employment Not Welfare

• Department of Social Services for:

- Bland County
- Bristol City
- Carroll County
- Floyd County
- Galax City
- Giles County
- Grayson County
- Montgomery County
- Pulaski County
- Radford City
- Smyth County
- Washington County
- Wythe County

SERVICES PROVIDED BY THE NR/MR WDA ONE-STOP DELIVERY SYSTEM

Enhanced Business Services

Together, the partners will embrace businesses as a primary customer and as such will focus and concentrate on the development and implementation of innovative, integrated strategies to meet business workforce needs. There are four (4) Business Solutions Units (BSU) throughout the region and they are comprised of NR/MR WDA Consortium Board's Business Services Coordinator, People Incorporated staff (as the One-Stop Operator) and other partner staff (that serve businesses) which will interface with a larger network of community partners engaged in serving businesses. Each BSU will meet at least quarterly to share information and strategize on how to leverage resources and improve services to businesses.

The NR/MR WDA has a Business Services Plan which will be used by partners to engage businesses. See Attachment C.

JOB SEEKER SERVICES		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunity and labor market information	Group counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education

Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce Partner services, programs, and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

YOUTH SERVICES

Tutoring, study skills training, instruction, and evidence based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.	Alternative secondary school services, or dropout recovery services, as appropriate.
Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
Supportive services.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
Follow-up services for not less than 12 months after the completion of participation, as appropriate.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
Financial literacy education.	Entrepreneurial skills training.

Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

Activities that help youth prepare for and transition to postsecondary education and training.

Chief Local Elected Officials (CB)

The New River/Mount Rogers Workforce Development Area Consortium Board (CLEOs) will:

- In partnership with the NR/MR WDB and other applicable partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by the WDB and their partners,
- Approve the NR/MR WDB budget and workforce center cost allocation plan,
- Approve the selection of the one-stop operator following the competitive procurement process, and
- Coordinate with the NR/MR WDB to oversee the operations of the NR/MR WDA American Job Center network.

The New River/Mount Rogers Workforce Development Board (WDB)

The NR/MR WDB ensures the workforce-related needs of businesses, workers, and job seekers in the region are met, to the maximum extent possible with available resources. The NR/MR WDB will, at a minimum:

- In partnership with the NR/MR CB and other applicable partners within the Local WDA, develop and submit a Local WDA plan that includes a description of the activities that shall be undertaken by the Local WDB and its partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy,
- In partnership with the NR/MR CB and other applicable partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by the WDB and their partners, and that incorporates plans for each of the Local areas in the planning region,
- In collaboration and partnership with the NR/MR CB and other applicable partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies,
- In cooperation with the NR/MR CB design and approve the American Job Center network structure. This includes, but is not limited to:
 - o Adequate, sufficient, and accessible one-stop center locations and facilities,
 - o Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities),
 - o A holistic system of supporting services, and
 - o One competitively procured one-stop operator

Local Board Staff

Specific responsibilities include, at a minimum:

- Assist the CB and the WDB with the development and submission of a single regional plan,
- Support the WDB with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- Provide operational and grant-specific guidance to the one-stop operator,
- Investigate and resolve elevated customer complaints and grievance issues,
- Prepare regular reports and recommendations to the WDB, and
- Oversee negotiations and maintenance of MOUs with one-stop partners.
- Coordinating partner responsibilities, as defined in this MOU,
- Reinforcing strategic objectives of the WDB to partners, and
- Ensuring partner staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.

One-Stop Operator

People, Inc. will, through the Center Managers, manage **daily operations**, including but not limited to:

- Assist the WDB in establishing and maintaining the **American Job Center network structure**. This includes but is not limited to:
 - o Ensuring that State requirements for center certification are met and maintained,
 - o Ensuring that career services such the ones outlined in WIOA sec. 134(c)(2) are available and accessible,
 - o Ensuring that WDB policies are implemented and adhered to,
- **Integrate systems and coordinate services** for the center and its partners, placing priority on customer service.
 - o Functional alignment includes having one-stop center staff who perform similar tasks serve on relevant functional teams, e.g. Center Management Team or Business Solution Unit.
 - o Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
 - o The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the workforce center.
- Oversee and coordinate partner, program, and American Job Center network **performance**. This includes but is not limited to:
 - o Providing and/or contributing to reports of center activities, as requested by the Local WDB,

- o Ensuring open communication with the formal leader(s) in order to facilitate efficient and effective center operations,
- o Evaluating customer satisfaction data and propose service strategy changes to the WDB based on findings.

Resource Sharing Agreement

It is agreed that partners will share the program services and activities provided through the system, at the Wytheville One-Stop Campus and affiliates.

Wytheville One-Stop Campus Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Wytheville One-Stop Campus by:
Workforce Innovation and Opportunity Act 2014 – Title I Programs	People Incorporated of Virginia 1173 W. Main Street, Abingdon, VA 24210	Adult/DLW Workforce Development Specialist will assist in the resource room 3-4 Hours per week* and will provide 1 workshop per month. Youth Case manager will work the resource area 3 hours per week*: and will teach one work readiness workshop each month: Estimated contribution \$7,500+ annually. *occasionally will work more when traffic requires extra assistance. Plus, see Attachment D
Workforce Innovation and Opportunity Act 2014 – Title II Programs	Mt. Rogers Regional Adult Education Program 1 Partnership Circle, Abingdon, VA 24210	Staff to will provide services in the Resource Room on Fridays, 10:00- 1:00. 3 hrs. x\$22 per hr. x 45 weeks, totaling \$2970 annually.
Workforce Innovation and Opportunity Act 2014 – Title III Programs	Virginia Employment Commission 800 E. Main Street, Suite 200, Wytheville, VA 24382	Interview space for employers: Office paid for by VEC for employers \$32.43 x 144 sq ft =\$ 4669.92 Non Wagner-Peyser staff assist in outreach to employers (LVER \$440.00 per wk x52 =\$22,880 per yr) Use of the video equipment for partners and employers equaling \$1140.00 per yr (\$19 per hr x60 hrs of use) Estimated contribution \$28,690 annually Plus, see Attachment D
Workforce Innovation and Opportunity Act 2014 – Title IV Programs	VA Department for Aging and Rehabilitative Services 800 E. Main Street, Suite 160, Wytheville, VA 24382	Scheduled use of the Wytheville DARS office conference room (approx. 30 times) and VTC equipment to be made available (with staff assistance). Estimated contribution \$1,000 annually License for Zoom On-Line Meeting. Estimated contribution \$175 annually
Older Americans Act of 1965 (Title V): Senior Community Service Employment Program (SCSEP)	District Three Governmental Cooperative 4453 Lee Hwy, Marion VA 24354	SCSEP staff will be housed at the Campus (Wytheville) 4 hours per month for recruiting purposes hours per month in the resource room assisting job seekers @ \$16.29 plus fringe. Estimated contribution of \$1172.88 annually.
Post-Secondary Vocational Training Programs (Perkins Act)	Wytheville Community College 1100 E. Main Street, Wytheville, VA 24382	Will upgrade the 10 computers in the resource room on a rotating basis. Estimated contribution of \$12,000 for two years.
TANF/ Virginia Initiative for Employment Not Welfare Program (VIEW)	Wytheville Department of Social Services 290 South 6th Street, Suite 200, Wytheville, VA 24382 Bland Department of Social Services 612 Main St. Bland County Court House, Suite 208 Bland, VA 24315	Providing staff to conduct a 2 hour workshop quarterly on coping with the loss of a job and developing coping strategies. Estimated contribution of \$750 per office annually
Job Corp	Blue Ridge Job Corp 245 W Main St, Marion, VA 24354	In-kind services to support job seekers in the center.
	New River/Mount Rogers Workforce Investment Area Consortium Board 6580 Valley Center Dr, Suite 119 Radford, VA 24141	Providing staff to work the resource room 3-4 hours per week* @29 per hr (with benefits). Providing staff to deliver Debt Management Workshops during RESEA events quarterly @29 per hr (with benefits) Staff to assist during Rapid Response events (as needed) Estimated contribution is \$6,000 annually *occasionally will work more when traffic requires extra assistance. Plus, see Attachment D

Radford Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Bristol Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title I Adult & Youth	Goodwill Industries of the Valleys, Inc. 2502 Melrose Avenue, Suite B, Roanoke, VA 24017	WIOA Adult staff will provide staff to work in the Resource Room 3 hours per week. Estimated annual contribution = \$2,700
Workforce Innovation and Opportunity Act 2014 – Title I DLW	People Incorporated of Virginia 1173 W. Main Street, Abingdon, VA 24210	Provided computers for the resource room, valued at \$5,682.
Workforce Innovation and Opportunity Act 2014 – Title II Programs	New River Community College Office of Transitional Programs	Staff to facilitate resume writing/workforce readiness prep workshops in the Resource Room on Thursdays, 10:00- 12:00 plus prep time (1hr). 3 hrs. x \$21 per hr. x 45 weeks. Estimated contribution \$2835 annually.
Workforce Innovation and Opportunity Act 2014 – Title III Programs	Virginia Employment Commission	Center Manager meets with the Center partners 1 hour each month, Center Manager plans and oversees a 2 hour meeting with all the area partners every 6 months. Estimated contribution \$476 annually.
Workforce Innovation and Opportunity Act 2014 – Title IV Programs	VA Department for Aging and Rehabilitative Services	Provide staff to plan and work the NRV Job Fair Expo. Estimated annual contribution of \$500 annually
Older Americans Act of 1965 (Title V): Senior Community Service Employment Program (SCSEP)	Goodwill Industries of the Valleys, Inc. 2502 Melrose Avenue, Suite B, Roanoke, VA 24017	Staff to provide delivery of "Job Search for Older Workers" on a monthly basis.\$19.83 per hour x 3 hours per month. Estimated contribution \$713.88 annually
Post-Secondary Vocational Training Programs (Perkins Act)	New River Community College	Provide staff to plan and work the NRV Job Fair expo. Estimated contribution \$700 annually Provide Space for the NRV Job Fair Expo estimated contribution \$1000 annually
TANF/ Virginia Initiative for Employment Not Welfare Program (VIEW)	Montgomery County Department of Social Services Pulaski County Department of Social Services	Provide staff to plan and work the NRV Job Fair Expo Estimated contribution \$500 each office annually
	New River/Mount Rogers Workforce Investment Area Consortium Board 6580 Valley Center Dr, Suite 119 Radford, VA 24141	Providing staff to work the resource room 3 hours per week* @29 per hr (with benefits). Providing staff to deliver Debt Management Workshops during RESEA events quarterly @29 per hr (with benefits) Staff to assist during Rapid Response events (as needed) Provides staff to plan the NRV Job Fair Expo Provides staff to Chair the NRV Business Solution Team Provides staff to assist with Rapid Response enrollment events *occasionally will work more when traffic requires extra assistance. Estimated contribution \$5,500 annually

Abingdon Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Abingdon Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title I Programs	People Incorporated of Virginia 1173 W. Main Street, Abingdon, VA 24210	At it's main office in Abingdon, Title 1 staff will provide Wagem-Peyser services to any walk-in job seekers. 3 staff @ 11 hours per week Estimated contribution \$12,322 annually
	People Incorporated of Virginia 1173 W. Main Street, Abingdon, VA 24210	Credit & budget counselling by certified Credit Counselors 10 hours per quarter Estimated contribution t \$1,600 annually

Bristol Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Bristol Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title III Programs	Virginia Employment Commission 800 E. Main Street, Suite 200, Wytheville, VA 24382	Provides space for partners to meet with clients. 72 sq. ft. Estimated contribution \$2,540 annually
Older Americans Act of 1965 (Title V): Senior Community Service Employment Program (SCSEP)	Goodwill Industries of Tenneva Area, Inc. 2017 Brookside Lane Kingsport, TN 37660	Provide an Intern at the Bristol Center estimated contribution \$7,000 annually
Post-Secondary Vocational Training Programs (Perkins Act)	Virginia Highlands Community College	Will provide 10 computers in the resource room on a rotating basis. Estimated contribution of \$12,000 for two years.
Workforce Innovation and Opportunity Act 2014 – Title IV Programs	VA Department for Aging and Rehabilitative Services	Provide staff for BSU Leadership at an estimated annual contribution of \$1500
	New River/Mount Rogers Workforce Investment Area Consortium Board 6580 Valley Center Dr, Suite 119 Radford, VA 24141	Providing staff to work the resource room 3 hours per week* @29 per hr (with benefits) Providing staff to deliver Debt Management Workshops during RESEA events quarterly @29 per hr (with benefits) Staff to assist during Rapid Response events (as needed) Estimated contribution is \$5,500 annually *occasionally will work more when traffic requires extra assistance.

Galax Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Bristol Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title I Programs	People Incorporated of Virginia	Provide staff for BSU Leadership. Estimated contribution \$3,767 annually
Workforce Innovation and Opportunity Act 2014 – Title III Programs	Virginia Employment Commission	Provide staff and assistance to job fairs and other business events held at Crossroads at an est. value of \$500 per year
Workforce Innovation and Opportunity Act 2014 – Title IV Programs	VA Department for Aging and Rehabilitative Services 800 E. Main Street, Suite 160, Wytheville, VA 24382	Provide staff and assistance to job fairs and other business events held at Crossroads at an est. value of \$500 per year
Older Americans Act of 1965 (Title V): Senior Community Service Employment Program (SCSEP)	Goodwill Industries of the Valleys	SCSEP participant will be assigned to location to provide support. Estimated contribution \$7,240 per month
Older Americans Act of 1965 (Title V): Senior Community Service Employment Program (SCSEP)	District Three Governmental Cooperative 4453 Lee Hwy, Marion VA 24354	SCSEP staff will be housed at the Campus (Wytheville) 4 hours per month for recruiting and 2 hours per month in the resource room assisting job seekers @ \$16.29 plus fringe contribution of \$1172.88 annually.
Workforce Innovation and Opportunity Act 2014 – Title IV Programs	VA Department for Aging and Rehabilitative Services	Provide staff to work the job fairs at Crossroads. Estimated annual contribution of \$500 annually
Post-Secondary Vocational Training Programs (Perkins Act)	Wytheville Community College	Provide staff and assistance to job fairs and other business events held at Crossroads. Estimated contribution \$750 annually
		Providing staff to deliver Debt Management Workshops during RESEA events quarterly @29 per hr (with benefits) Staff to assist during Rapid Response events (as needed) Provide staff and assistance to job fairs and other business events held at Crossroads. Estimated contribution is \$5,500 annually

Chilhowie Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Bristol Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title I Programs	People Incorporated of Virginia	Title 1 staff will provide Wagem-Peyser services to any walk-in job seekers. 2 staff @ 4 hours per week Est. Annual cost - \$4,873

Narrows Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Bristol Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title I Programs	Goodwill Industries of the Valleys, Inc.	Adult/Youth staff will support resource room 5 hours per week Estimated contribution \$4,375 annually
Older Americans Act of 1965 (Title V): Senior Community Service Employment Program (SCSEP)	Goodwill Industries of the Valleys, Inc.	SCSEP participant will be assigned to location to provide office reception and support to individuals seeking career services Estimated contribution \$7250 annually

Pulaski Affiliate Resource Sharing Matrix

Mandated Program	Program provided by:	Cost of operating the Bristol Affiliate by:
Workforce Innovation and Opportunity Act 2014 – Title I Programs	Goodwill Industries of the Valleys, Inc.	Will provide Wagner-Peyser services to walk-in job seekers

Grievance Procedures

Any grievances resulting from this one-stop delivery system arrangement will be resolved by the WDB Special Grievance Committee per WDB By-laws Section 909.0.

Indemnification and Liability

By executing this MOU, each party agrees to work together to deliver one-stop services for businesses, employees and those seeking employment. However, the parties are not legally “partners” to the extent that term encompasses joint and several liabilities. Each entity under this MOU is responsible for its own businesses, representatives, agents, and subcontractors.

Drug and Alcohol Workplace

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

Certification Regarding Lobbying

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations

Equal Opportunity and Nondiscrimination Obligations

All parties to this MOU agree to comply fully with the Americans with Disabilities Act, as amended, regarding physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities, including complying through staff training and support for addressing the needs of individuals with disabilities. DOL’s Civil Rights Center: Section 188 WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38) Final Rule: prohibits discrimination against individuals in any program or activity that receives financial assistance under Title I of WIOA as well as by the one-stop partners listed in WIOA Section 121(b) that offer programs or activities through the one-stop/American Job Center system.

All parties to this MOU agree to comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I - financially assisted program or activity;
- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
- [29 CFR part 38](#) and all other regulations implementing the laws listed above.

Impasse Resolution

In the event that an impasse should arise between the partners and/or the WDB regarding the terms and conditions, the performance, or administration of this agreement, the following procedure will be initiated:

1. WDB and the partners will document the negotiations and efforts that have taken place to resolve the issue;
2. The WDB Chairperson will meet with the local elected officials and/or the partners and/or the One-Stop Operator to resolve the issue;
3. If an agreement cannot be reached, the Virginia Community College System (VCCS) will be approached to provide assistance in resolving the issue.

Modification Process

Any party to this agreement may request a modification to this agreement. Such requests should be in writing and must be agreed to by all the parties. Modifications to this agreement must be in writing, signed and dated, and entered into with the same degree of formality as that required for entry into the original agreement. If any provision of this agreement is found to be invalid, the remainder of the agreement shall not be affected.

Duration of the Memorandum of Understanding

This agreement will become effective **January 1, 2018** and shall terminate on **June 30, 2020**, unless terminated earlier by any of the parties to the agreement. The agreement may be terminated by any of the parties upon 60 days written notice to the other parties with cause or upon 90 days written notice to the other parties without cause. This agreement may be extended on a yearly basis in writing if agreed to by all parties to this agreement. Total term not to exceed five (5) years with all renewals.

► One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

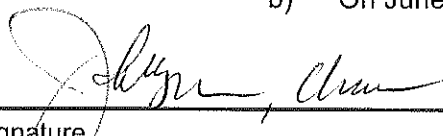
By signing my name below, I, John Garner, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

 4/25/18
Signature Date
John Garner, Chair

Printed Name and Title

New River/Mount Rogers Workforce Development Area Consortium Board

Agency Name

► One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Mike Miller, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

Mike Miller

Signature

4/25/18

Date

Mike Miller, Chair

Printed Name and Title

New River/Mount Rogers Workforce Development Board

Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Kathy Hayfield, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
☒ The Resource Sharing Agreement
☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
b) On June 30, 2020, whichever occurs earlier.

Signature Kathy A. Hayfield Date 5/1/18

Kathy Hayfield, Commissioner

Department for Aging and Rehabilitative Services

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Ellen Marie Hess, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

Ellen Marie Hess

Signature

Ellen Marie Hess, Commissioner

05/01/2018

Date

Printed Name and Title

Virginia Employment Commission

Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Mary Ann Gilmer, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

Mary Ann Gilmer 9-16-18
Signature Date
Mary A. Gilmer Vice President, Mission Services
Printed Name and Title
Goodwill Industries of the Valleys
Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Robert G. Goldsmith, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

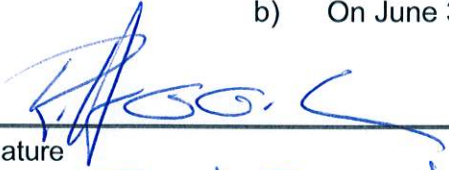
My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

Signature



Date

5 April 18

Printed Name and Title

Robert G. Goldsmith President and CEO

Agency Name

People Incorporated of Virginia

► One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Chris Stone, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

Chris Stone

Signature

5/30/2018

Date

Chris Stone Director of Aging and Disability Services

Printed Name and Title

District Three Governmental Cooperative

Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, _____, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☐ The MOU
☐ The Resource Sharing Agreement
☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
b) On June 30, 2020, whichever occurs earlier.

Signature

Date

Printed Name and Title

Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Kimberly Ayers, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
☐ The Resource Sharing Agreement
☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
b) On June 30, 2020, whichever occurs earlier.

Kimberly Ayers 4-12-18
Signature Date
Kimberly Ayers, Director
Printed Name and Title
Bland County Dept of Social Services
Agency Name

► One completed, signed, and dated Authority and Signature page is required for each signatory official (see list on page 6).

By signing my name below, I, Guy Smith,
certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier



Signature

1-18-18

Date

Guy Smith, Director

Printed Name and Title

Pulaski County Department of Social Services

Agency Name

► One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Shirley Carlson, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

Shirley Carlson 4-4-18
Signature Date

Shirley Carlson
Printed Name and Title

Mt. Rogers Regional Adult Education Program
Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Patricia B. Huber, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
☒ The Resource Sharing Agreement
☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
b) On June 30, 2020, whichever occurs earlier.

Patricia B. Huber April 6, 2018
Signature Date

Patricia B. Huber President
Printed Name and Title

New River Community College
Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Dean Sprinkle, certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
☒ The Resource Sharing Agreement
☐ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
b) On June 30, 2020, whichever occurs earlier.


Signature

4/5/10
Date

Dean E. Sprinkle WCC President
Printed Name and Title

Wytheville Community College
Agency Name

- One completed, signed, and dated Authority and Signature page is required for each signatory official of agencies/organizations listed on pages 19-23.

By signing my name below, I, Gene C. Couch, Jr., certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and agreement with:

- ☒ The MOU
- ☒ The Resource Sharing Agreement
- ☒ The Cost Allocation Agreement (if applicable)

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) Upon amendment, modification, or termination, or
- b) On June 30, 2020, whichever occurs earlier.

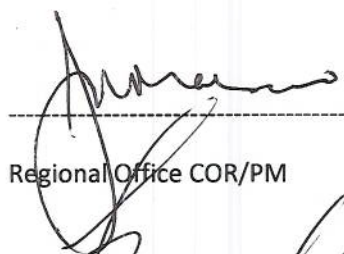
Gene C. Couch Jr. April 6 2018
Signature Date
Gene C. Couch Jr. / President
Printed Name and Title
Virginia Highlands Community College
Agency Name

Memorandum of Understanding Regional Office Review Form

The attached memorandum of understanding between the Blue Ridge Job Corps Center and New River/Mountain Rogers Workforce Development Board has been reviewed by the Philadelphia Regional Office and the following recommended actions are authorized.

- ☐ DISAPPROVED
- ☒ APPROVED with no modifications
- ☐ APPROVED with the following modifications
- ☐ DISAPPROVED pending the following modifications

NRMRWDB changed language as requested to "in kind" services since they were not going to charge for services.


Regional Office COR/PM

6/7/18

Date


Regional Director

6-07-2018
Date

Attachment A



Business Satisfaction Survey

1. How did you learn about the Virginia Workforce Center?

- ☐ Visit from VA Workforce Center Staff
- ☐ Business Associate
- ☐ Telephone Contact from VA Workforce Center Staff
- ☐ Brochure
- ☐ Group Presentation from VA Workforce Center Staff
- ☐ Website
- ☐ Rapid Response / Mass Unemployment Claims Activity
- ☐ Job Fair
- ☐ Other (please specify)

2. How satisfied were you with the Virginia Workforce Center?

	Very Satisfied	Satisfied	Indifferent	Dissatisfied	Very Dissatisfied	Not Applicable
Services being easily accessible	☐	☐	☐	☐	☐	☐
Staff being helpful and knowledgeable	☐	☐	☐	☐	☐	☐
Staff being friendly, courteous, and respectful	☐	☐	☐	☐	☐	☐
Staff responding quickly to your needs	☐	☐	☐	☐	☐	☐
Staff referring qualified applicants for job openings	☐	☐	☐	☐	☐	☐
Meeting your overall expectations as a customer	☐	☐	☐	☐	☐	☐
Center hours are convenient	☐	☐	☐	☐	☐	☐

3. Were you informed of a variety of Center resources (ability to take applications on site, provide interview space, match applicants with your job openings, provide services to employees being laid off, receive assistance with general employment questions, and labor market information)?

- ☐ Yes
- ☐ No
- ☐ Already familiar with services

4. If yes, were these resources helpful to your organization?

- ☐ Yes
- ☐ No

5. Please comment on the ways that the Virginia Workforce Center did or did not meet your expectations:

6. Would you like to receive additional information on Workforce services and programs? (If yes, please provide contact information on next question)

☐ Yes

☐ No

7. For reporting purposes, all answers will be aggregated (individual responses will not be identified). In order to improve services, please fill in the information below:

Company Name:

Contact Name:

Phone (xxx-xxx-xxxx):

EMail:



Thank you for taking the time (it should only take about 5 minutes) to complete this survey for the Wytheville One-Stop. Your feedback is important to how we can better improve our service.

1. How did you learn about the Virginia Workforce Center?

- ☐ Employer / Former Employer
- ☐ Another Agency
- ☐ Friend / Relative
- ☐ Training / Education Provider
- ☐ Other (please specify)

2. Were you shown how to use Center resources (computers, brochures, etc.)?

- ☐ Yes
- ☐ No
- ☐ Already familiar with resource

3. If yes, were these resources helpful in your job search?

- ☐ Yes
- ☐ No

4. At any time during your visit, were you informed of other services available to you through other agencies or community programs?

- ☐ Yes
- ☐ No
- ☐ Already familiar with resource

5. If yes, please list the agencies or community programs to which you were referred:

6. How satisfied were you with the Virginia Workforce Center?

	Very Satisfied	Satisfied	Indifferent	Dissatisfied	Very Dissatisfied	Not Applicable
Being in a convenient location	☐	☐	☐	☐	☐	☐
Staff being helpful and knowledgeable	☐	☐	☐	☐	☐	☐
Staff being friendly, courteous, and respectful	☐	☐	☐	☐	☐	☐
Staff responding quickly to your employment needs	☐	☐	☐	☐	☐	☐
Meeting your expectations as a job seeker	☐	☐	☐	☐	☐	☐
Center hours are convenient	☐	☐	☐	☐	☐	☐

7. How likely are you to recommend our services to others?

- ☐ Extremely likely
- ☐ Very likely
- ☐ Moderately likely
- ☐ Slightly likely
- ☐ Not at all likely

8. Please note any comments or suggestions:

9. For reporting purposes, all answers will be aggregated (individual responses will not be identified). If you would like to be contacted by a member of the Wytheville Workforce Center for assistance or to address concerns, please fill in the information below:

Name:

Phone (xxx-xxx-xxxx):

Email:

Attachment B



NEW RIVER | MOUNT ROGERS REGION
A proud partner of the



**Outreach Plan for Virginia Career Works, New
River/Mount Rogers Workforce Development
Area
One-Stop System**

Prepared by:

**The New River/Mount Rogers Area Business
Solutions Unit and WDB's Outreach & Publicity
Committee**

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Introduction

The New River/Mount Rogers Workforce Development Board (NR/MR WDB) is charged with convening, overseeing and improving the **NR/MR WDA One-Stop Delivery System**. The System provides business services to aid local companies with professional workforce-oriented services to encourage economic sustainability and growth and are custom designed for the region. Job Seekers are offered services to help them obtain jobs and/or to improve their work skills leading them to financial independence.

The Virginia Career Works, New River/Mount Rogers Area System operates as Virginia Career Works – Wytheville (the WDAs one Comprehensive One-Stop Center) and other Virginia Career Works affiliate centers (located in the cities of Bristol, Galax and Radford as well as the towns of Abingdon, Chilhowie, Narrows, and Pulaski). These locations are where businesses access services to: post jobs, recruit and interview screened candidates that have been assessed to have the required abilities needed to perform a particular job.

All citizens are eligible to receive services through the **Virginia Career Works, New River/Mount Rogers Area** system to utilize the resource rooms to “*help them help themselves*” to new or better employment. Job seeker services can include referrals to businesses who require an employee with their existing skills, access to training or educational programs needed to improve their skills, assistance with improving resume and/or interviewing skills, access to supportive services such as transportation, childcare and the clothing necessary to secure a particular job.

Mission

The New River/Mount Rogers Workforce Development Area Workforce Partners support the region's economy through a collaborative approach to meeting needs of businesses and job seekers that is flexible and adaptable to the changing economic ecosystem. In addition, we hold ourselves accountable to all our stakeholders in the region.

Vision

The New River Mount Rogers Workforce Development Area Workforce Partners envision a region where every business has access to a qualified, job-ready workforce and every citizen in the region has the skills needed to secure meaningful employment, competitive wages, and career advancement through an integrated workforce support infrastructure.

Values

Importance of Business Leadership

Customer*- Focused

Accountability of all Stakeholders**

Efficiency and Effectiveness of Service Delivery

Working Partnership between Workforce and Economic Development Organizations

Accessibility to Career and Life-Long Learning Opportunities

*Customers are businesses and job seekers

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

Goals

- Increase awareness and support for the **Virginia Career Works, New River/Mount Rogers Area** among public officials, the media, area residents, unions and trade & business service organizations.
- To become a trusted partner to area business and business/industry organizations.
- Increase customer traffic at and/or contact with the Wytheville One-Stop Campus and regional Affiliates

The intended audience is job seekers, regional business, industry and public sector entities, public officials, the media, area residents, unions, trade & business service organizations. Through this strategic outreach effort, businesses and job seekers will become satisfied patrons of **Virginia Career Works, New River/Mount Rogers Area** and tell others of its benefits for our community.

Objectives

This Outreach Plan is designed to achieve the following goals:

- Promote the image of **Virginia Career Works, New River/Mount Rogers Area** as a credible, effective, user-friendly System developed cooperatively by businesses and the public sector.
- Foster initiatives to develop, improve and retain a regional workforce.
- Increase utilization of **Virginia Career Works, New River/Mount Rogers Area's** physical locations by businesses and job seekers by 15% (by June 30, 2019).
- Strive to achieve a seamless job search/hiring process, and thereby bolster our regional economy.
- .Minimize independent agency/organization appearance.

Research

The New River/Mount Rogers Workforce Development Board, as a proud partner of the *Virginia Career Works* system, will attract businesses by:

- Creating the appearance of a non-governmental entity that is supported by the local business/industry community.
- Identifying candidates for businesses that are pre-screened and meet the requirements for each position.
- Training staff with industry-specific knowledge to help them with a basic understanding of the business/industry needs.
- Providing businesses with superior service every time.
- Communicating that ***Virginia Career Works*** system is “*Your ONE stop for all staffing and labor market needs*”.

Recommendations

Achieving credibility with businesses should be the ***Virginia Career Works NR/MR WDA*** system's primary goal. Millions of dollars spent on a slick, advertising campaign will not make the System successful. Customers want to see a strong connection with the business/industry community, and need to know that it is not just another publicly funded agency/program. This outreach plan seeks to attract job seekers and businesses.

Assumptions

- The ***Virginia Career Works, New River/Mount Rogers Area*** system, has been established to provide a coordinated workforce delivery system that gives job seekers and businesses access to the full range of employment and training opportunities in the area.
- Businesses and job seekers can access the system locations in the following ways:
 - o WDB's Web site (www.nrmrwib.org)
 - o The Wytheville One-Stop Campus and satellite locations
 - o Partner agencies
 - o Links to appropriate web sites

The ***Virginia Career Works, New River/Mount Rogers Area*** system offers the following services to benefit job seekers and businesses:

Services for job seekers:

- Lists of available job openings
- Information on all local education
- Job placement assistance
- Job interviewing skills
- Resume preparation
- Free access to computers
- On-site interviewing
- Job fairs
- Skill and aptitude testing
- Referral to supportive services (child care, transportation, clothing banks, grants for training and education)
- Career counseling

Services for businesses:

- Free job posting and matching
- Access to personal employment training and re-training programs
- HR Supports
- Hold on-site interviews
- Pre-screening and referral
- Assessment and testing
- Rapid response for layoffs, and telephones and fax machines worker dislocation services (this phrase seems confusing – are there commas missing ...?)
- Access to wage subsidy programs
- Labor market information
- Job Fairs
- Assistance with retention
- Offer Transportation solutions
- Outplacement activities (exit interviewing)

Target audiences

We have identified the following primary and secondary audiences in Wytheville for communication and marketing efforts.

Communication with our primary audiences is critical to the success of the mission. Communication with our secondary target audiences also will be important because our primary audiences live and work in the community, and it will be important for them to hear our messages from a variety of sources/ outlets.

Primary audiences

- Job seekers
 - o Youth
 - o Adult
 - o Dislocated workers
 - o Unemployed
 - o Underemployed
 - o Incumbent/Employed workers
- Businesses
 - o Information Technology
 - o Healthcare
 - o Manufacturing
 - o Logistics/Transportation/Warehousing
 - o Construction / Utilities
 - o Wholesale and retail trade
 - o Hospitality/Tourism
 - o Finance, insurance and real estate
 - o Agriculture, forestry, fishing
 - o Government
 - o Non-profit

Secondary audiences

- o Partners
- o News media
- o Public Officials
- o Residents of the service area

Packaging the *Virginia Career Works, New River/Mount Rogers Area System*

When published, ***Virginia Career Works, New River/Mount Rogers Area*** will be followed by one of the key messages developed for each targeted audience.

- o Vision/tagline (to be developed by the Business Solutions Unit)
- o Web site address www.nrmrwib.org
 - o Web site will be registered with as many Internet search engines as practical.

Logo/identity

The following logos are used



A proud partner of the  network

A proud partner of the

network

Virginia Career Works logos—directions will be given from the State on appropriate use of these logos



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NEW RIVER | MOUNT ROGERS REGION



NEW RIVER | MOUNT ROGERS REGION



Key messages

The general theme is as follows:

Virginia Career Works, New River/Mount Rogers Area system must have a consistent image in all of its communication efforts with messages specific to the interests of each audience.

The following messages are recommended for individual audiences:

Job seekers: With a single phone call or click of a mouse, **the Virginia Career Works system**, offers a fast, easy and free way to upgrade your skills or get a job.

Businesses: The **Virginia Career Works New River/Mount Rogers Workforce Development Area system** provides businesses personalized service and access to the right people.

Secondary audiences and associated key messages

Residents: The **Virginia Career Works New River/Mount Rogers Workforce Development Area system** connects people to employment and training.

Partners: The **Virginia Career Works New River/Mount Rogers Workforce Development Area system** helps you serve your clients better and increase traffic in at the One-Stop Campus and other satellites.

News media: The **Virginia Career Works New River/Mount Rogers Workforce Development Area system** is a partnership between the private and public sectors to connect people to employment and training in Southwestern VA.

Public official message: The **New River/Mount Rogers Workforce Development Board**, as proud partner of **the Virginia Career Works system**, creates a seamless system where workers connect with quality jobs and training, and companies connect with quality workers.

Overall outreach tactics

Logo and image: A logo and consistent brand has been developed to unify all outreach tools and create brand awareness. The State brand of **Virginia Career Works** will be used on print material, website and locations/offices.
Target: All

Facility appearance: **Virginia Career Works, New River/Mount Rogers Area** system should make efforts not to appear as a government agency. In

addition, **Virginia Career Works, New River/Mount Rogers Area** system should have ample free parking and be easily accessible.

Target: All

Functional signage: The first contact with **Virginia Career Works, New River/Mount Rogers Area** system for most people will be when they walk through the door. Signage at the entrance should make clear where to enter. Emphasis should be placed on the specific services available, rather than on the agency or organization providing them. All locations using WIOA Titled funds will have a **Virginia Career Works and American Job Center** signage (even if they are window/door stickers).

Target: All

Presentation folders: Presentation folders should be produced. Folders serve as functional tools to promote **The New River/Mount Rogers Workforce Development Board, as proud partner of the Virginia Career Works system**, as well as provide a venue for distributing informational materials to any of the target audiences.

Target: Businesses, media, government officials

Brochures: One brochure should be developed describing the **The New River/Mount Rogers Workforce Development Board, as proud partner of the Virginia Career Works system**, its programs and services and how business and job seekers can access the system.

Target: Job seekers, businesses, partners, government officials, media

Mass media: Is an effective tactic for reaching a large and diverse group. Wherever possible, mass media audiences will be addressed using public service announcements. Paid media may be used when necessary to achieve coverage of the current and prospective-client audience. Paid media schedules will be negotiated.

Local radio: Radio can be used to reinforce the print campaign and support events tied to **the Virginia Career Works system**, public relations activities, like job fairs. In addition to a regular radio schedule, **the Virginia Career Works New River/Mount Rogers Workforce Development Area system** should pursue opportunities to partner with radio stations to promote events. These opportunities will further educate the community on workforce and training programs in the region. Wherever possible, radio audiences will be addressed using public service announcements.

Target: Job seekers, businesses

Public radio: Public radio typically reaches a higher-educated, higher-income audience. The selectivity and intrinsic value that is attached to advertisers utilizing public radio will add further credibility to **the Virginia**

Career Works New River/Mount Rogers Workforce Development Area, message.

Target: Businesses

Newspaper: To cover the majority of the marketing area, ads may be scheduled throughout the year to run in the business section of regional and local papers. Placement in the classified section should rotate to reach a diverse range of job seekers.

Target: Job seekers, businesses

Internet: The Internet offers an excellent opportunity to provide an interactive medium targeting important audiences. A well-crafted Web site should work in harmony with other communication channels (print, broadcast, etc.) to reinforce important messages. Facebook, LinkedIn and Twitter pages will be a part of the internet outreach initiative and they will connect back into the WIB's web site and can help us build a progressive identify for **The New River/Mount Rogers Workforce Development Area**, provide important information about services and locations; act as a resource for related topics; and provide a forum for people to interact with **Virginia Career Works System** and with each other.

Target: Job seekers, businesses, partners, media

Co-marketing: By integrating **Virginia Career Works, New River/Mount Rogers Area** system message and logo into the materials of other related agencies, we can increase visibility and awareness at minimal cost. This co-marketing will be achieved by offering stickers, camera-ready artwork and rubber stamps with the **Virginia Career Works, New River/Mount Rogers Area** system logo to partner organizations.

Target: Partners, government officials

Staff/partner orientations and customer-service training: All partner agency employees function as "ambassadors" of **Virginia Career Works, New River/Mount Rogers Area** and should receive an informational orientation on **Virginia Career Works** system services. In addition, all staff and partner agencies should attend regular customer-service training.

Target: Job seekers, businesses, partners, government officials

Special events: Sponsorship of job fairs, business after-hours or media conferences will build relationships with key constituents and expand visibility and awareness. A portable, trade-show exhibit will permit **Virginia Career Works, New River/Mount Rogers Area System** tremendous flexibility in reaching diverse audiences and will approach this important audience when they are active prospects for System programs. Companies interviewing at job fairs are more likely to be receptive to offers of assistance in locating and training applicants. Trade shows provide opportunities to highlight case studies and training opportunities related to targeted industries and job classifications, such as machinists or computer technology.

Target: Job seekers, businesses, media

On-going evaluation/ customer research: Offer customer comment cards, make available and encourage the use of on-line and/or paper Customer Satisfaction Surveys, and use "mystery shoppers" to gauge program effectiveness and enable productive, programmatic changes. As with the job seekers, **Virginia Career Works, New River/Mount Rogers Area** system must actively solicit the comments and suggestions of the important business audience. On-line surveys of HR managers, combined with generous opportunities for comment during any contact with **Virginia Career Works, New River/Mount Rogers Area** will provide valuable insight to attitudes of corporate decision-makers.

Target: Job seekers, businesses, partners

Additional Tactics for Specific Target Audiences

Business Specific tactics:

Testimonials: The best evidence of the value of the **Virginia Career Works, New River/Mount Rogers Area** system delivers to businesses is the success stories of other companies. All materials developed for businesses should include success stories. Working with client companies, the business news media in the region will be offered examples of how corporations are solving labor-shortage problems through training and recruitment programs. These testimonials will highlight the contributions of **Virginia Career Works, New River/Mount Rogers Area** makes to identifying business solutions and the responsiveness of **Virginia Career Works, New River/Mount Rogers Area System** staff to industry inquiries.

- o Chamber communications: **Virginia Career Works, New River/Mount Rogers Area** information should be distributed regularly to publication editors and economic development officials at chambers of commerce in the region. By appearing in chamber communications, **Virginia Career Works, New River/Mount Rogers Area** will gain credibility by associating with other business service organizations. Collateral materials designed for economic development organizations that are trying to recruit new businesses to the region should also be prepared.
- o **Virginia Career Works, New River/Mount Rogers Area** Digital Story: The broad mandate of **Virginia Career Works, New River/Mount Rogers Area** system is complex for audiences not familiar with more than one or two of the individual agencies. Digital Stories may be effective in reaching these audiences to promote an image as a unified operation - rather than

a social services shopping mall. This tactic is likely to be most effective with business decision-makers, who may remain skeptical until they are able to see **Virginia Career Works, New River/Mount Rogers Area** system in operation. Digital Stories can provide examples of how **Virginia Career Works, New River/Mount Rogers Area** system answers business needs and provide simple ways to initiate working with **NR/MR WDA One-Stop** system. In addition, the video and materials used to create the Digital Stories can be posted on YouTube for a wider reach

Employer Advisory Committee: An advisory committee made up of businesses that participate in **New River/Mount Rogers Area** should be assembled. Quarterly, the administration of **New River/Mount Rogers Workforce Development Board** should hold informal, open "brown bag" lunch meetings with the employer advisory committee. The meetings should be very informal, providing participants an opportunity to ask questions, offer insights or to make suggestions as to how operations could be improved.

News media Specific tactics:

Media kit: The appropriate reporters and/or their editors should be provided a media kit with background information for **Virginia Career Works, New River/Mount Rogers Area** news stories. The media kit should include a current news release, brief descriptions of the services available at **Virginia Career Works, New River/Mount Rogers Area** a map describing the location and transportation routes and a fact sheet. Biannual meetings or other communication should be completed with appropriate reporters, editors or publishers to maintain open communication and promote **Virginia Career Works, New River/Mount Rogers Area**. This kit will also be posted on the WDB's website.

Media sneak preview: Before the formal grand opening, a news media preview of **Virginia Career Works, New River/Mount Rogers Area** should be held to offer journalists a demonstration of **Virginia Career Works, New River/Mount Rogers Area** system in action. Case managers, eligibility specialists, employment specialists, facilitators and senior administrators, job seekers and businesses all should be on hand to describe the collaborative efforts within **Virginia Career Works, New River/Mount Rogers Area** and answer questions.

Public Officials Specific tactics:

Annual report: A formal report, distributed to elected and appointed officials with an interest in **Virginia Career Works, New River/Mount Rogers Area System** should be provided in addition to any mandated reporting procedures already in place. The report should recap this year's events, highlight some of the successes and describe the plans for improvement in quality and efficiency

in the coming year. The annual report should be mailed to businesses, partners, government officials and the media.

Partner Specific tactics:

- o **Virginia Career Works, New River/Mount Rogers Area** gear: All employees of partner agencies represented at a **Virginia Career Works** facility will wear badges with **Virginia Career Works**, logos.
- o The Business Services Unit: To ensure equal participation by the various agencies and organizations in the **New River/Mount Rogers Area**, one staff representative from each partner agency/organization should be appointed to an unit. This committee will meet regularly, and each representative will be responsible for reporting on the activities in his or her own area of involvement and for recommending story ideas for news releases, advertisements, public service announcements, annual reports, newsletters and other communication elements. This group should meet regularly with the employer advisory group to identify success and resolve conflict.
- o Employee recognition: The efforts of representatives from each partner organizations will make the difference in achieving the **New River/Mount Rogers Workforce Development Board** mission. The **Virginia Career Works, New River/Mount Rogers Area** must provide a highly visible way to connect those individual efforts with the goals of the entire system. By giving employees a chance to nominate co-workers for an employee of the month award, **Virginia Career Works, New River/Mount Rogers Area** can demonstrate how extraordinary efforts serve more than just the goals of a single organization. Emphasis should be given to examples that include the contributions of more than one agency.
- o Partner Wiki: Because the employees of the partner organizations are some of most important audiences, they must be kept informed of changes and improvements at **Virginia Career Works, New River/Mount Rogers Area** and reminded of the importance of their contributions. Every employee should receive regular, weekly updates from the **Virginia Career Works, New River/Mount Rogers Area and New River/Mount Rogers Workforce Development Board** administration. The intranet will also offer participants an opportunity to provide examples of success stories and feedback on improving organizational operations.

Projected activities

Activity	Job Seeker	Businesses	Residents	Media	Public Officials	Partners
Presentation Folder		X			X	
Brochures	X	X		X	X	
Co-marketing			X			
Local radio			X			
On-going evaluation & customer research	X	X				X
Media kit				X		
Web site Developing	X	X	X	X	X	X
Website Hosting	X	X	X	X	X	X
Staff orientation & customer service training	X	X	X	X	X	X
Media sneak preview				X		
Digital Annual report		X	X	X	X	X
Business Services Unit Training		X		X	X	X
Partner Wiki						X
Chamber Memberships		X		X		
Digital Stories	X	X	X	X	X	X
6 Business/Ind. Mtg Sponsorships		X			X	
4 Skills Gap Roll-out Events		X		X	X	X
Part-time Staff to oversee plan		X	X	X	X	X
PR Intern						
Data Tool (EMSI) for BSU		X			X	
Mileage for BSU for Mktg. System		X			X	
Misc. items (calendar, pens, etc)		X			X	X

Conclusion

This campaign will require the support and participation of all of the **Virginia Career Works, New River/Mount Rogers Area** system partners order to achieve the following goals:

- Achieve a positive image of “the” professional, results driven business service organization.
- Promote the image of **Virginia Career Works, New River/Mount Rogers Area** as a credible, effective, user-friendly System developed cooperatively by businesses and the public sector.
- Foster initiatives to develop, improve and retain a regional workforce.
- Increase utilization of **Virginia Career Works, New River/Mount Rogers Area** system’s physical locations by businesses and job seekers.
- Strive to achieve a seamless job search/hiring process, and thereby bolster our regional economy.
- Increase awareness and support for the **Virginia Career Works** among public officials, the media, area residents, unions and trade & business service organizations.
- To become a trusted partner to area business, industry and public sector entities.
- Minimize independent agency/organization appearance.

Job seekers, businesses, partners, news media, government officials and service-area residents must have an accurate perception of what **Virginia Career Works, New River/Mount Rogers Area** system does and how it benefits each of them. Clients must see the positive results of their self-improvement efforts. Employees of the various institutions that make up **Virginia Career Works, New River/Mount Rogers Area** system must share this vision and work toward it every day.

Virginia Career Works, New River/Mount Rogers Area system performance must exceed customer expectations to assure continued growth.

Attachment C



New River/Mount Rogers Workforce Development Area Business Services Plan

Highly coordinated services are essential for all business customers in the region. Given the wide range of services available to businesses, our workforce agencies and partner organizations will continue to build a network of seamlessly coordinated services across the communities we serve.

Business Services Strategy

The New River/Mount Rogers Workforce Development Board and its partners of the 'Business Solution Units' (BSU) believe that services to the region's businesses should serve the widest possible range of businesses, be individualized and efficient with a single point of contact wherever possible (or a "no wrong door" approach). It is also our intent to share information about what services we are currently providing to businesses with partner agencies to avoid unnecessary duplication, including initial assessment and discovery, service plans, service coordination, outcome and follow-up information. In order to mount this collaborative effort, we will be cross training each partner in one another's services so that we are able to provide more seamless referrals for needed services as well as being able to speak to the many services available, regardless of what agency may 'own' these services.

Business Services—the New River/Mount Rogers Workforce Development Board (WDB) will provide regional leadership regarding Business Services including but not limited to identification of priority industry sectors, convening and assembling appropriate business development activities, and aligning of resources to more effectively address sector and business needs.

Business Development is defined as the process of establishing a relationship between NR/MR WDA workforce services and a business and providing assistance in addressing the overall workforce needs of the business. *Business Development* is business-focused -the customer is the business. Increasing business use, particularly centered on the priority industry sectors (and the skills that comprise those sectors) of the NR/MR WDA workforce services increases employment opportunities for the participants.

Job Development is defined as the process of securing a job interview with a public or private business for a specific job seeker. *Job Development* is job seeker-focused -the customer is the job seeker.

The Business Service Plan will refer to all staff making business contacts as "Business Representatives." *The term "Business Representative" does not refer to a job title; instead it is terminology specific to this policy that describes any NR/MR WDA workforce staff involved in contacting businesses for the purposes of learning of the overall business' workforce needs, providing information on available services and/or obtaining information about the business entities.*

Job Development may be a job duty of Business Representatives but the primary focus of Business Representatives is on developing and maintaining business relationships. Priority will be placed on developing and maintaining business relationships in those sectors strategically important to the NR/MR Workforce Development Area as determined and prioritized by the NR/MR WDB.

Qualifications Of Business Representatives:

Businesses' perceptions of the NR/MR WDA workforce system will be strongly influenced by the impression made by Business Representatives. Business Representatives must:

- Thoroughly understand the types of industry, industry sectors in the area and communicate effectively with businesses.
- Be knowledgeable in all facets of the NR/MR WDA business support programs, objectives, tools, methods and techniques.
- Be thoroughly familiar with the local labor market and economic conditions. Most importantly, know how to translate this knowledge in terms of the needs of businesses.

Defining a Business Contacts:

Business contacts are defined as the meaningful exchange of information between a NR/MR WDA Business Representative and a business. These contacts should include information on the services and programs offered by all the NR/MR WDA partners, and to serve as a broker for additional services available within the community and workforce investment area.

The following types of contacts are not considered a meaningful exchange of information:

- Job Order maintenance.
- Brief and informal contacts at meetings, job fairs and community events.
- Dissemination of pertinent industry and labor market information by use of mass e-mail or mailings.

In addition to creating new relationships, Business Representatives are also expected to maintain and grow existing relationships with businesses. For this reason, follow-up contact is considered crucial, provided the definition of business contact is maintained.

While all business interactions are important to the success of the NR/MR WDA, all business contacts will have to meet the same standards:

1. To the extent possible, the contact should be face-to-face, preferably at the business location. However, as long as the definition of business contact is

maintained, these contacts can be made via e-mail, phone or in person.

2. The Business Representative will collect business information and share said information with other members of the BSU.

The New River/Mount Rogers Workforce Development Board and its partners of the 'Business Solution Units' believe that services to the region's businesses should serve the widest possible range of businesses, be individualized and efficient with a single point of contact wherever possible (or a "no wrong door" approach). It is also our intent to share information about what services we are currently providing to businesses with partner agencies to avoid unnecessary duplication, including initial assessment and discovery, service plans, service coordination, outcome and follow-up information. In order to mount this collaborative effort, we will be cross training each partner in one another's services so that we are able to provide more seamless referrals for needed services as well as being able to speak to the many services available, regardless of what agency may 'own' these services.

When making a business contact, the Business Services Rep will use a NR/MR WDA Out-reach Folder that will include a complete host of Business Services Partner information, including contacts, programs and scope of services. This marketing tool will be used by all members of the "units" when making any business contacts and will be reviewed and updated by unit members as changes are warranted.

Targeted businesses will be identified by the Business Solution Units as well as next steps and desired outcomes. A *Listen & Deliver Strategy* is required: When a business need, that is offered through a partner agency, is identified (through a marketing call and/or a business reaching out to an agency), it will be required that an immediate referral (and/or "soft" hand-off) be made to the respective agency that offers the needed service(s), so as not to delay timely delivery of service(s) to the business in need. Follow-up is required by the original Business Rep.

- Response to an initial business inquiry: 2-3 days
- Response time for information on a specific request: 4-6 days

Toward this objective, the Business Solution Units stands united on the below best practices:

- Every agency and organization can benefit from collaboration: Collaborative local systems are more effective than those that conduct their work alone, or with a limited range of partners. Further, the region's One-Stop Center(s) is, in most cases, the natural hub for collaborative workforce development activities in any given community.
- Highly coordinated services are essential for all customers: Given the wide range of services available to businesses and career seekers, workforce agencies and partner organizations will build a network of seamlessly coordinated services across the WDA that are accessible at multiple points ("no wrong door").
- Greater alignment between workforce development and economic development will benefit both systems: To provide a full array of effective and coordinated business development services, the Business Solution Units will align themselves with economic development organizations throughout the region.
- In order to best meet the needs of our region's businesses and our partners, the NR/MR WDA has developed four regional Business Solution Units, that are specialized in their sub-region and will have scheduled meeting every other month. (See charts below)

New River/Mount Rogers Workforce Development Area Business Solution Units Representation

There are four sub-regions in the NR/MR WDA (Bristol/Washington/southern Smyth, Carroll/Grayson/Galax, Wytheville/Bland/northern Smyth and the New River Valley), each is represented by a Business Solution Unit consisting of Workforce System partners who work together to provide services to the designated area. The core partners are included in the Business Solutions Units and assisted with the development of this Business Services Plan.

NR/MR WDA Business Solutions Units

BSU	Agency	Team Member	Officers
			<i>(Officers will rotate annually)</i>
Bristol/Washington/southern Smyth	DARS	Peggy Hurley	Chair – Peggy Hurley
	District Three Gov. Coop	Mike Guy	Secretary – Open
	DSS Washington County	Lisa Blevins	
	Job Corps	Mike Steele	
	Mt. Rogers Adult Ed	Shirley Carlson	
	NR/MR WDB	Kimber Simmons,	
	NR/MR WDB	Marty Holliday	
	NR/MR WDB	Renee Sturgill	
	People Inc	Darrell Blankenship	
	People Inc (VA Cares)	Rita Perkins Chris Snipes	
	Rapid Response	Beckie Cox	
	Southwest Virginia Alliance for Manufacturing	Lenny Gail Mitcham	
	VEC - Bristol	Jim Butler/Christy Ward	
	VEC – Marion (Satellite)	Jim Butler	
	DBVI	Lauren Pridemore	
	VHCC	Robert Phillips	
	UVa Wise	Hanna Hietale & Courtney Conner	
	VA DOLI	Diana Lyons	
	Smyth Economic Dev.		
	Washington County Economic Dev	Whitney Bonham	
	US Senator Kaine's Office	Laura Blevins	
	Congressman Griffiths Office	Michelle Jenkins	
	Smyth Chamber of Commerce	Sarah Gillespie	
	Bristol Chamber of Commerce	Beth Rhinehart	

BSU	Agency	Team Member	Officers
			<i>(Officers will rotate annually)</i>
Carroll/Grayson/Galax	Blue Ridge Economic Development Authority		Chair - Beth Carico
	DARS	Mike Wilson	Secretary – Blake Hodges
	DARS	Donna Greer	
	DARS	Peggy Hurley	
	DSS Carroll County	Wanda Lawson	
	DSS Galax City	Susan Clark	
	DSS Grayson County	Debbie Webb	
	Goodwill Ind. of the Valleys – Good Care	Jeana Beckner	
	Goodwill Industries of the Valleys - SCSEP	Betty Whisenhunt	
	NR/MR WDB	Marty Holliday	
	NR/MR WDB	Kimber Simmons	
	NR/MR WDB	Liz Annis	
	Occupational Enterprises	Linda Phipps	
	People Inc	Darrell Blankenship	
	People Inc	Beth Carico	
	Rapid Response	Beckie Cox	
	Small Bus. Dev. Center	Mandy Archer	
	VEC	Blake Hodges	
	Wytheville Community College	Perry Hughes	
	Grayson County CATE	Angie Lawson	

BSU	Agency	Team Member	Officers
			<i>(Officers will rotate annually)</i>
Wytheville/Bland/North Smyth	DARS	Peggy Hurley	Chair – John Matthews
	DSS	Robin Richardson	Secretary – Joanie McCleary
	Goodwill Ind. of the Valleys – Good Care	Rick Combs Jeanna Beckner	
	Goodwill Ind. of the Valleys - SCSEP	Betty Whisenhunt	
	JIDA	John Matthews	
	MR PDC	Salem Bush(?)	
	Mount Rogers Adult Ed	Shirley Carlson	
	NR/MR WDB	Kimber Simmons	
	NR/MR WDB	Renee Sturgill	
	NR/MR WDB	Marty Holliday	
	People Inc	Darrell Blankenship	
	People Inc	Joanie McCleary	
	Rapid Response	Beckie Cox	
	SVAM	Lennie Gail Mitcham	
	Smyth County	Lori Hester	
	VEC/One Stop - Wytheville	Karen Akers Patty Bevil	
	VEC/One Stop - Wytheville	John Cale Paula Byrd	
	VEC-Wytheville	Mike Frye	
	VEC - Marion	Lisa Meek	
	WWB Chamber	Jennifer Atwell	
	Wytheville CC	Vickie Marrs	
	Wytheville CC	Perry Hughes	

BSU	Agency	Team Member	Officers
			<i>(Officers will rotate annually)</i>
New River Valley	DARS	Peggy Hurley	Chair - Kimber Simmons
	DARS	Jason Treadway	Secretary –
	DSS Pulaski County	Jennifer Gibbons	
	DSS Montgomery County	Keith Kauhane	
	Goodwill Ind. of the Valleys	Leta Dunn	
	Montgomery Eco. Dev.	Brenda Rigney	
	New River CC	Patty Ryan	
	New River CC - Adult Ed	Diane Gray	
	NR/MR WDB	Kimber Simmons	
	NR/MR WDB	Liz Annis	
	NR/MR WDB	Marty Holliday	
	NRV PDC	Patrick O'Brien	
	People Inc	Darrell Blankenship	
	Pulaski Chamber of Commerce	Peggy White	
	Rapid Response	Beckie Cox	
	VEC - Radford	Phyllis Conner	

Business Service Integration

Those organizations that are participating on the Business Solutions Units agree to the following:

- Promote the Virginia Workforce Connect as the primary system for businesses to place job orders to maximize the information available on workforce demand. Job Orders are handled through the Virginia Employment Commission (local offices or web site).
- Work to implement this Business Solutions Plan and the NR/MR WDA Outreach Plan.
- Provide current information on agency services and programs, eligibility and referral processes to allow business customers and Workforce Center/System partner agency staff to identify and provide access to appropriate services to meet business needs.
- Provide cross-training to Workforce Center/System partner agency staff, on business services, eligibility and referral procedures to facilitate the Workforce System functions.

- Allow appropriate staff to participate in training on other agency business services, eligibility and referral procedures.
- Respond to Workforce Center/System referrals in a timely and courteous manner to enhance public perception of the region's Workforce System's business services.
- Share appropriate information on the status of referrals with partner agency staff needing access to that information using agreed upon systems.
- Participate in their local Business Solution Unit to coordinate marketing efforts, establish procedures to assure business contacts are coordinated and not duplicative and maximize business contacts.
- Share appropriate information on the results of business contacts, including job order or other service requests with partner agencies using agreed upon systems.

Business Events

The regional Workforce One-Stop Center/System and the local Business Solutions Units will determine which business events will be held throughout the WDA. Once a listing of business events has been determined, the local Business Solution Units will assist the One-stop Partners in developing and coordinating efforts throughout the Area. Job Fairs and Career Fairs are scheduled regularly within the Area, in addition to:

- Specialized Job Fairs at local Workforce Centers
- Regional Industry specific Career and/or Job Fairs
- Business interest topic workshops (e.g. Employee Engagement, Tax Credits, Cyber Security, etc)
- Sector Partnership meetings, business focus groups, or Business Advisory Committees, etc.
- Assessment Workshops
- Additional seminars customized to respond to business customer need/demand

Planning for Workforce Expansion

Businesses that are planning to expand will be provided access to local Business Solution Units where they can be provided assistance on developing recruitment strategies and potential training programs from partners within the regional One-Stop system. Workforce Center managers will also be involved in recruitment efforts in order to provide qualified applicants for the expansion effort.

Planning for Workforce Downsizing

Businesses planning to downsize will be put in direct contact with the Regional Rapid Response Coordinator. The Rapid Response Coordinator will inform the Business Solution Units of any activities and services. Partners will be informed of the Rapid Response activities and asked to participate based upon the area policy and needs of the affected workforce.

Retention and post-employment services information will be included within the Business Outreach Folder. Business Solution Units members will present this information as part of the business service outreach process. Information will refer businesses to the agencies or promote products that enhance the

businesses ability to retain and improve the quality of employees. Information on these services will also be available on the Workforce Resource website.

The Business Solution Units Members will also be provided cross training so they can answer any basic questions businesses pose during meetings. Any in depth inquiries will require the business contact to refer specific service providers to answer questions. Referral will be made to the program supervisor who will assign staff to respond as appropriate.

Workplace and Customized Training

Business Solution Units Members will have the ability to communicate workplace and training opportunities when sharing information found in the business outreach folder. Each business outreach folder will contain current training opportunities being provided through the regional Community College and other special programs (e.g. OJT grants, and other DOL training grants). Points of contact will also be delineated so businesses can contact individuals for specific program development.

Customized training options may also be available for unemployed or employed (incumbent) workers. This type of customized training requires that many prerequisites are met and agreements put in place prior to the provision of training. Business Solution Units Members will make direct contact with the service provider for assistance in developing a customized training program.

Attachment D

ATTACHMENT D

Wytheville One-Stop

Shared Expenses

VEC	WIB	Goodwill	People	Total
1543	152		243	1938
79.62%	7.84%		12.54%	100.00%
2,806	257		410	3,273
4,149	409		653	5,211

Dedicated Percentage of Dedicated Shared Total	SQ.FT. SQ.FT. SQ.FT.
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VEC Manager (20%)	20%	Office Costs 13,876.43	with Benefits	\$ 13,876.43	(a)	\$ 11,048.16	\$ 1,088.35	\$ -	\$ 1,739.92	\$ 13,876.43
Receptionist (100%) 2 staff 1 & 1 staff 4 days a week	100%	50,491.77	with Benefits	\$ 50,491.77	(b)	\$ 40,200.62	\$ 3,960.14	\$ -	\$ 6,331.01	\$ 50,491.77
Resource Room staff shared	50%			\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
Receptionist Telephone, PC cost & Office Supplies				\$ 2,554.71	(d)	\$ 2,034.01	\$ 200.37	\$ -	\$ 320.33	\$ 2,554.71
Xerox Copier/FAX rental- Resource Room				\$ 1,885.27	(c)	\$ 1,501.02	\$ 147.86	\$ -	\$ 236.39	\$ 1,885.27
Laser Printer maint. & supplies - Resource Room				\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Cost for shared staffing				\$ 11,064.89		\$ 8,809.67	\$ 867.83	\$ -	\$ 1,387.39	\$ 11,064.89
Total Shared				<u>\$ 79,873.08</u>		<u>\$ 63,593.48</u>	<u>\$ 6,264.56</u>	<u>\$ -</u>	<u>\$ 10,015.05</u>	<u>\$ 79,873.08</u>
Shared Cost allocated by sq. ft.		Sq. Ft. for office		5,211						
Facility Cost per sq. ft.				\$ 16.58		\$ 68,788.80	\$ 6,776.34	\$ -	\$ 10,833.23	\$ 86,398.38
Total Shared Cost						\$ 132,382.28	\$ 13,040.90	\$ -	\$ 20,848.28	\$ 166,271.46
Phone Line per office						\$ 17,942.65	\$ 944.35		\$ 1,888.70	\$ 20,775.70
TOTALS (including phone cost)						\$ 150,324.93	\$ 13,985.25	\$ -	\$ 22,736.98	\$ 187,047.16

Notes:

(1) One-Stop Resource Room PC's, Laser Printer, internet, and tech support provided by People Inc. To be billed quarterly based on actual cost.

(a) VEC Manager One-stop Task 625

(b) Receptionist services Task 520

(d) Receptionist supplies, telephone, and PC

Office Supplies	Entire Office	Total	Monthly
Telephone	1,284.17	\$ 160.52	
VITA PC		\$ 944.35	\$ 78.70
Total		\$ 1,449.84	
		\$ 2,554.71	

(c) Xerox Copier (Resource Room) \$ 1,885.27

Cost allocation for Affiliate sites:

Radford:

Although they share space in two suites, all partners have their own lease with the landlord (Radford University Foundation) that includes their office space and their pro-rated share of common area.

Partners in the center: Virginia Employment Commission, Goodwill Industries of the Valleys (Title 1 Adult & Youth, Goodcare Program, and SCSEP), People Inc. (Title 1 DLW), TAP (Swift Start Program) and NR/MR WDB (Pathways). DARS (Vocational Rehab) and New River Community College Office of Transitional Programs (Adult Ed) come into the center by appointment.

Galax:

All partners have their own suites with their own lease with the landlord (Crossroads Institute) that includes their office space and their pro-rated share of common area.

Partners in the center: Virginia Employment Commission, Goodwill Industries of the Valleys (Goodcare Program and SCSEP), People Inc. (Title 1 Adult, Youth and DLW), Mount Rogers Regional Adult Education Program and Wytheville Community College. DARS comes into the center by appointment.

Bristol:

The Commonwealth of Virginia holds the lease on behalf of the VEC. NR/MR WDB pays rent to the VEC for the office space and for their pro-rated share of the common area. DARS (Vocational Rehab) and People Inc (Title 1 Adult) come into the center as scheduled.

Abingdon:

This is the main office for People Inc. Services for Title 1 (Adult, Youth and DLW) are offered as well as Wagner-Peyser (as needed).

Chilhowie:

People Inc. rents an office from Goodwill Tennva, Inc. in their Goodwill Store to provide Title 1 (Adult, Youth and DLW) services as well as Wagner—Peyser (as needed).

Narrows:

Goodwill Industries of the Valleys, Inc rents an office from Giles County DSS in their Narrows office to provide Title 1 (Adult, Youth and DLW) services as well as Wagner—Peyser (as needed).

Narrows:

Goodwill Industries of the Valleys, Inc rents an office from Beans and Rice, Inc. in their Pulaski office to provide Title 1 (Adult and Youth) services as well as Wagner—Peyser (as needed).