Section 2:

Strategic Vision and Goals

The NRMRWDB's strategic vision to support regional economic growth and economic self-sufficiency includes goals for preparing an educated and skilled workforce to meet the needs of regional businesses and goals pertaining to performance accountability measures.

The NRMRWDB goals for the coming years are our response to the important issues identified in our SWOT analysis, completed as part of the strategic planning process. The goals provide a roadmap for fulfilling the strategic direction and are foundational to our work. We understand the **responsibility** for preparing our region's workforce and fully accept the **accountability** through performance measures that ensure the success as well as help us understand where to make adjustments when needed.

The 2020 New River/Mount Rogers Workforce Development Board (NRMRWDB) Local Strategic Plan is a **three-year roadmap** to expand on the Workforce Innovation and Opportunity Act (WIOA). As such, our plan represents efforts to align job training to integrated service delivery across programs, improve efficiency in service delivery, and ensure that our workforce system in the region is job-driven, matching businesses with skilled workers. The overall intent of our plan 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 that have healthy communicative relationships.

As defined in the Workforce Innovation and Opportunity Act (WIOA), our target populations include individuals with barriers to employment, as well as veterans, unemployed workers, and youth. The **Workforce Development System** in Virginia encompasses various state agencies that provide oversight of an additional layer of agencies and organizations that deliver programs on the local level. Within this organizational system, we, the local workforce development conveners, analyzed our region's current economic environment and identified the overall vision for our Regional Workforce Development System. Then, we developed data-driven **Goals and Action Items** to address business needs by preparing an educated and skilled workforce and for aligning local workforce development programs in our region.

Our Workforce Development System is intended to help individuals in the New River/Mount Rogers region **reach their full potential**, regardless of disability, ethnicity, or barriers to employment. We are charged with helping our residents obtain and succeed in family-sustaining wage jobs while meeting business needs for a skilled workforce.

This Strategic Plan is a living document to serve as a roadmap toward the region's intended outcomes and anticipated impact as well as a management tool that has two primary purposes:

- **To present a wide-ranging compilation of the plan and its component parts.** It encapsulates the strategic planning process as well as the views and decisions of stakeholders.

- **To serve as a guidance tool for workforce development stakeholders.** Each section contains information about its component part as well as additional information about how the workforce system can use the information in the plan.

The boards and staff will review our plan's progress semi-annually and will update the plan as needed.

Vision, Mission, and Goals

Vision:

The New River Mount Rogers Workforce Development Board envisions 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 sustainable, meaningful employment, competitive wages, and career advancement through an integrated workforce support infrastructure.

Mission:

The NRMRWDB supports 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. And we hold ourselves accountable to all our stakeholders in the region.

Goals:

(1)　　Jobseekers will have access to employment in a career pathway with family-sustaining wages.

(2)　　Business engagement efforts deliver value to business customers and strengthen the region's economy.

(3)　　The region's workforce meets the current and anticipated needs of businesses to sustain and grow.

(4)　　Outreach efforts promote workforce services, stimulate career awareness, and promote Career Pathway opportunities of regional businesses.

(5)　　Workforce system services are integrated and offer innovative solutions to the jobseeker and business customer.

(6)　　Workforce system public investments add value to regional stakeholders and demonstrate a return on investment.

Strategies and Action Items:

To pursue the strategic direction described in this plan, the NRMRWDB will strive to achieve the following:

Goal 1: Jobseekers will have access to employment in a career pathway with family-sustaining wages.

Strategy 1.1: Complete Career Pathways and Lattice Models for targeted industries.

Action Items:

A. Further develop Career Pathway/Lattice for Manufacturing, IT, Healthcare, and Skilled Trades with current industry skill standards and demands.

B. Engage with businesses to gather occupational information and validate occupations/pathways/lattices in their industry.

C. Share the visual Career Pathway Tool with workforce system partners, education, and businesses.

D. Coordinate with local community colleges credit for prior learning opportunities that support In-demand occupations along the career pathways identified in the tools.

Strategy 1.2: Develop three new Integrated Education and Training (IET) programs offerings in partnership with business/industry.

Action Items:

A. Engage with businesses to determine pain-points and to coordinate training programs that address their challenges.

B. Determine from businesses the education, skill, and credential levels needed for employment and integrate into the Integrated Education and Training programs.

C. Raise partner and stakeholder awareness through presentations and collaboration efforts.

D. Deliver equitable and universal services to jobseekers, including low-skilled adults, persons with disabilities, veterans, individuals with substance use disorder, justice involved, individuals 200% of poverty with dependent children, non-native English speakers, and unemployed and underemployed workers.

E. Partner with the Regional Adult Education programs, Career and Technical Education programs, community colleges, and vocational programs to provide concurrent and contextual workforce preparation activities and workforce training.

F. Include community college FastForward programs, integrating the Virginia Ready initiative, in the IET program offerings.

G. Incorporate opportunities and initiatives offered in the region and expand services for IET participants through the use of Integrated Resource Teams.

H. Connect businesses with successful program completers through a variety of business and jobseeker events.

I. Coordinate and sponsor professional development opportunities to enhance the knowledge and skills of partners and stakeholders.

Strategy 1.3: Increase by five percent use of Work-Based Learning opportunities supported by regional businesses (PY23 over PY19).

Action Items:
   A. Promote to business the practice of job shadowing for instructors and students in CTE, community colleges, WIOA and discretionary grant projects, and others.

   B. Promote to businesses and jobseeker customers through presentations and engagement activities Work-Based Learning, including Registered Apprenticeship, On-the-Job Training, Customized Training, Incumbent Worker Training, Transitional Jobs, Work Experiences, and others.

   C. Work with a Department of Labor Apprenticeship Intermediary to develop an apprenticeship program.

   D. Share best-practices models and regional Success Stories with stakeholders and businesses through various outreach tools, including newsletters, e-marketing campaigns, podcasts, and infographics.

   E. Promote the Southwest Virginia United Way Ignite Program and other initiatives that offer opportunities for work-based learning for high-school students.

Strategy 1.4: Provide a minimum of ten jobseeker and business engagement events annually.

Action Items:
   A. Offer Reverse Job Fairs to highlight job seekers with in-demand skills and to promote in-demand occupations for businesses.

   B. Sponsor social events for jobseekers and businesses to interact in an "informal" way (for "professional level" job seekers and companies seeking those job seekers).

   C. Provide both in-person and virtual job/career fairs as needed.

D. Coordinate customized job/career fairs for specific companies and/or industries based on their specific needs.

E. Develop and implement a youth mentoring program to connect youth to regional business leaders.

Responsible Parties:
- WDB staff
- BSTs
- WIOA Title I Program Operators
- Adult Education
- Community Colleges
- DSS
- DARS/DBVI
- VEC
- CTE Programs
- Chambers of Commerce & Other Business Organizations
- Other Community Organizations

Goal 2: Business engagement efforts deliver value to business customers and strengthen the region's economy.

Strategy 2.1: Increase by twenty percent business engagement efforts.

Action Items:
A. Propose a plan and services to mediate risk for companies that are identified at risk of lay-off through Business Solutions Teams and other sector initiatives.

B. Connect companies that are in a position of growth as identified through Business Solutions Teams and other sector initiatives to appropriate organizations, funding, and initiatives.

C. Provide Incumbent Worker Training and other Work-Based Learning opportunities to support business growth and transitions.

D. Coordinate customized company specific talent recruitment and retention efforts.

E. Continue to promote and use the KnowledgetoWork.com portal as a virtual career fair platform highlighting the competencies that are needed for in-demand occupations.

F. Host quarterly business workshops and/or webinars that provide businesses with relevant information about talent recruitment, retention, supervision, and others, as needed. .

Strategy 2.2: Increase by ten percent coordination of Workforce System partners in serving Businesses.

Action Items:
A. Use the Customer Relationship Management tool, B2B Engage®, as a method of coordinating business engagement efforts and information sharing.

B. Devise an early warning system to gather business information in order to meet the business needs in all phases of the business.

C. Collaborate with local economic development partners taking lead on business retention and growth initiatives.

D. Coordinate and sponsor semi-annual professional development opportunities to enhance the knowledge and skills of Business Solutions Team members.

Strategy 2.3: Increase by twenty percent regional awareness of needs and opportunities in targeted industries.

Action Items:
A. Provide outreach to targeted jobseekers to communicate information about in-demand careers in targeted industries and career pathways for businesses in the region, with special focus on underserved populations.

B. Communicate information about in-demand careers in targeted industries and career pathways for businesses in the region to high school students and graduates of postsecondary institutions to retain local talent, including those with disabilities.

C. Highlight businesses, industry sectors, job opportunities, and growth and transition supports through podcasts and other outreach efforts.

D. Host a Workforce Exchange event quarterly for businesses to increase workforce system partner's knowledge of the hiring practices and needs of specific businesses in the region.

Responsible Parties:

- WDB Staff
- BST's
- WIOA Title 1 Staff
- CTE Programs
- Adult Education
- Chambers and other Industry/business organizations
- SVAM
- Center of Manufacturing Excellence
- RBTC & SWVA Technology Council
- Local/Regional/State Economic Development
- Community Colleges
- DARS/DBVI
- DSS
- VEC

Goal 3: The region's workforce meets the current and anticipated needs of businesses to sustain and grow.

Strategy 3.1: Support and promote training offerings that result in credentials valued by businesses.

Action Items:

A. Through the Career Lattice Tool, identify the skills and credentials needed by businesses and share with partners and businesses.

B. Coordinate competency-based training programs that support the skills development and credential attainment desired by businesses.

C. Enhance the KnowledgetoWork.com portal by adding competencies needed by regional businesses.

D. Promote Credit for Prior Learning Assessment System to encourage jobseeker and worker transitions to community college skill development programs.

E. Use the Work Talk Podcast as a tool to communicate regional business needs and training opportunities.

Strategy 3.2: Support localities in meeting the criteria necessary to become a Work Ready Community

Action Items:

A. Promote the use of Job Profiling as a method of identifying knowledge and skill needs for In-demand occupations (and those occupations necessary for specific companies).

B. Promote the use of WorkKeys® Assessments to identify the skills of jobseekers and students.

C. Provide opportunities for businesses and jobseekers/students to learn about the value of the WorkKeys® assessments and the National Career Readiness Certificate.

D. Increase the number of Workkeys® Testing Sites and proctors throughout the region.

Strategy 3.3: Increase by five percent integration of K-12 Career and Technical Education Programs with other workforce development initiatives.

Action Items:

A. Support and promote regional CTE programs and initiatives that engage students and businesses to increase student knowledge of regional career opportunities.

B. Participate with CTE and community college Advisory Boards to share information.

C. Promote and support "signing day" events.

Responsible Parties:

- WDB Staff
- BST's
- WIOA Title 1 Staff
- CTE Programs
- Adult Education
- Chambers and other Industry/business organizations
- SVAM
- Center of Manufacturing Excellence
- RBTC & SWVA Technology Council
- Local/Regional/State Economic Development
- Community Colleges

- DARS/DBVI
- DSS
- VEC

Goal 4: Outreach efforts promote workforce services, stimulate career awareness, and promote Career Pathway opportunities of regional businesses.

Strategy 4.1: Increase by 10 percent use of social media and other tools to tell the regional workforce story.

Action Items:

A. Update the region's Marketing Plan to include a regional communication strategy.

B. Highlight activities, successes, and Return on Investment in newsletters, the annual report, digital stories, infographics, pod casts, the website, and other digital media tools.

C. Use reliable data and mission-aligned communication Action Items tailored to target audiences to be transparent, communicate performance, and enhance capacity.

D. Use e-marketing through B2B Engage® to share information to businesses, partners, and participants.

E. Develop a clearinghouse of regional workforce services to businesses (a matrix of who does what) with informational documents available for download for use to serve and inform businesses about regional workforce services.

4.2 Increase by 10 percent partner engagement activities (PY23 over PY19)

Action Items:

A. Provide in-person and virtual resource (partner) fairs for jobseekers and businesses to attend to learn more about the workforce system and programs.

B. Create and share visuals depicting each partner's eligibility and suitability criteria, funding restrictions, and other relevant information to enhance the knowledge of partners.

C. Support partner community engagement activities.

D. Sponsor Professional Development for frontline staff and all workforce partners.

E. Promote the use of IRTs as a referral and leveraging of funds tool to serve job seekers with barriers to employment and training.

Responsible Parties:

- One-Stop Partner WIOA Staff
- Transportation Directors
- RideShare
- BSTs
- My SWVA
- Entrepreneurship Programs
- Community Organizations
- Title I Program Operators
- WDB staff

Goal 5: Workforce system services are integrated and offer innovative solutions to the jobseeker and business customer.

5.1 Increase by twenty-five percent the use of Integrated Resource Teams to create customer-centered partnerships and improve employment outcomes for jobseekers.

Action Items:

A. Coordinate services and leverage funding with partners to give jobseekers comprehensive, wrap-around services that are tailored to their unique needs and employment goals.

B. Seek out and collaborate with partners to provide more intensive services to jobseekers.

C. Use ProjectHub® as a tool to communicate and collaborate with partners to address the jobseeker's challenges to employment.

D. Develop shared forms and eliminate the duplication of data collection from jobseekers.

E. Develop ways to encourage and empower the jobseeker to be in lead of his/her IRT.

5.2 Increase by ten percent partnerships with services for worker commuting, maintaining sobriety, childcare assistance, housing, and other barriers that present challenges to successful obtainment and retention of employment.

Action Items:

A. Using the collective impact model to become more knowledgeable of, collaborate with and support partner efforts to address worker barriers to employment.

B. Coordinate partner engagement activities, both virtual and in person, for information sharing and coordination of efforts.

C. Through the Recovery Ready Region initiative, increase partnerships with organization that support individuals with substance use disorder and build safety nets between them and the workforce system to create an environment that supports successful access to employment.

D. Work with organizations and localities to support the expansion of childcare opportunities in the region.

E. Work with organizations to increase transportation opportunities (public and/or others) for those needed the services for training and/or employment.

F. Increase use of Ticket to Work and other programs that support individuals with disabilities.

5.3 Increase by ten percent opportunities for entrepreneurship exploration.

Action Items:

A. Coordinate entrepreneurship presentations and workshops to job seekers (including youth and populations with special barriers/needs) and high school students.

B. Refer interested participants to entrepreneurship initiatives through the Small Business Development Centers and other small business/entrepreneurship training programs.

5.4 Increase by ten percent the use of a continuum of care approach for evidence-based services.

Action Items:

A. Coordinate and sponsor professional development opportunities for staff and partners.

B. Use Integrated Resource Teams as a standard of practice.

C. Through the collective impact model, maximize resources by directing jobseekers to qualified partners to deliver service(s).

D. Seek out additional faith-based and non-profit partners in local communities and provide the information to partners in shareable formats.

E. Use the STRONG Accountable Care Community and ARC POWER initiatives to build partnerships with new organizations to increase services and safety nets for those with barriers to employment and training.

5.5 Increase by ten percent the successful outcomes in jobseeker programs.

Action Items:

A. Coordinate and sponsor professional development to staff to advance their coaching skills to support jobseeker goals.

B. Use assessments to effectively determine, address, and monitor the jobseeker's life, academic, employability, and technical skills advances toward employment goals.

C. Collaborate and communicate with partners through Integrated Resources Teams using shared tools to provide an array of comprehensive services to jobseekers.

D. Initiate the development of a Recovery-Ready region to support individuals with substance use disorder.

E. Develop and implement a Youth Mentoring Program.

Responsible Parties:

- WDB Staff
- Transportation Directors

- RideShare
- Entrepreneurship Programs
- Community Organizations
- Title I Program Operators
- DARS/DBVI
- DSS
- VEC
- Virginia Rural Health Association
- One-Care VA
- Ballad Health
- Eagles Nest

Goal 6: Workforce system public investments add value to regional stakeholders and demonstrate a return on investment.

6.1 Increase by twenty percent the number of outreach activities demonstrating workforce development impacts in the region.

Action Items:
A. Measure the financial and social impact of workforce development programs and activities though and annual Return on Investment report and project specific impact reports.

B. Use qualitative and quantitative data in reports made available to the public and shared through e-marketing efforts.

6.2 Increase by twenty percent sharing of performance measures and outcomes among partners.

Action Items:
A. Share and align missions with partner organizations.

B. Share programmatic performance measures.

C. Create a team approach among partners and encourage transparency.

D. Develop a communication tool for partners to share stated performance measures and outcomes.

Responsible Parties:

- WDB Staff
- WIOA Title 1 Staff
- VEC
- DARS/DBVI
- Community Colleges
- CTE Programs
- DSS

Plan Implementation:

The NRMRWDB will implement and oversee this plan (and other regional projects) as the backbone organization, through a design structure that includes the Strategic Planning Committee, the Implementation Team, and project-based Working Groups. This concept pulls together partners to actively take part in various components of the project and allows for input from all partners.

The Strategic Planning Team provides the overall guidance of the plan and focuses on the mission and goals of the plan. They will meet at least quarterly (in person and/or
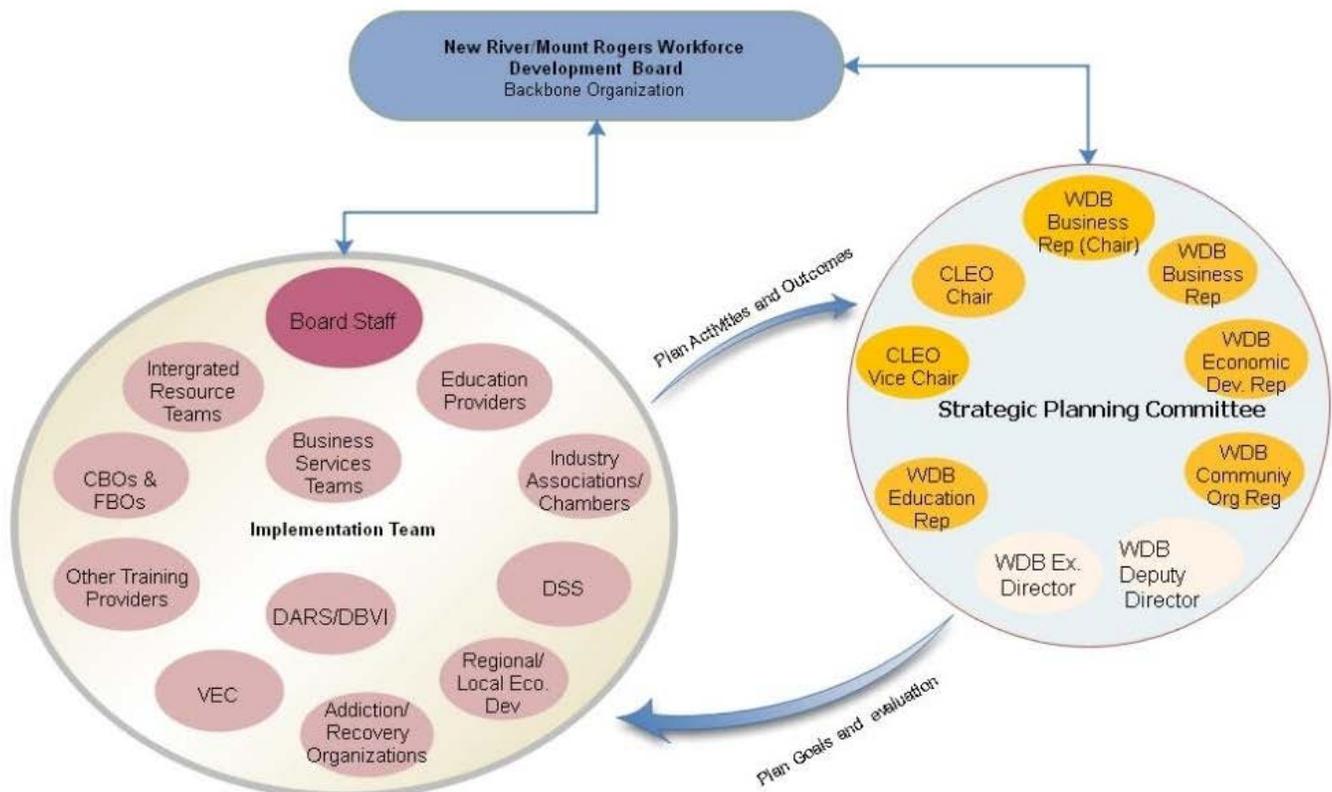
virtually) to discuss the progress of the plan. Bi-Annually the NRMRWDB and CLEOs will be updated.

The Implementation Team is made up of the regional partners that tasked with ensuring the plan moves forward. This includes management/supervisors and frontline staff. Board staff will be responsible in providing the SPC updates and reports on the plan components.

The **Working Groups** are project based and will be made up of the partners that are in that project and/or are working on a very specific part of the plan.

These groups will provide feedback and report to board staff that is assigned to each group.
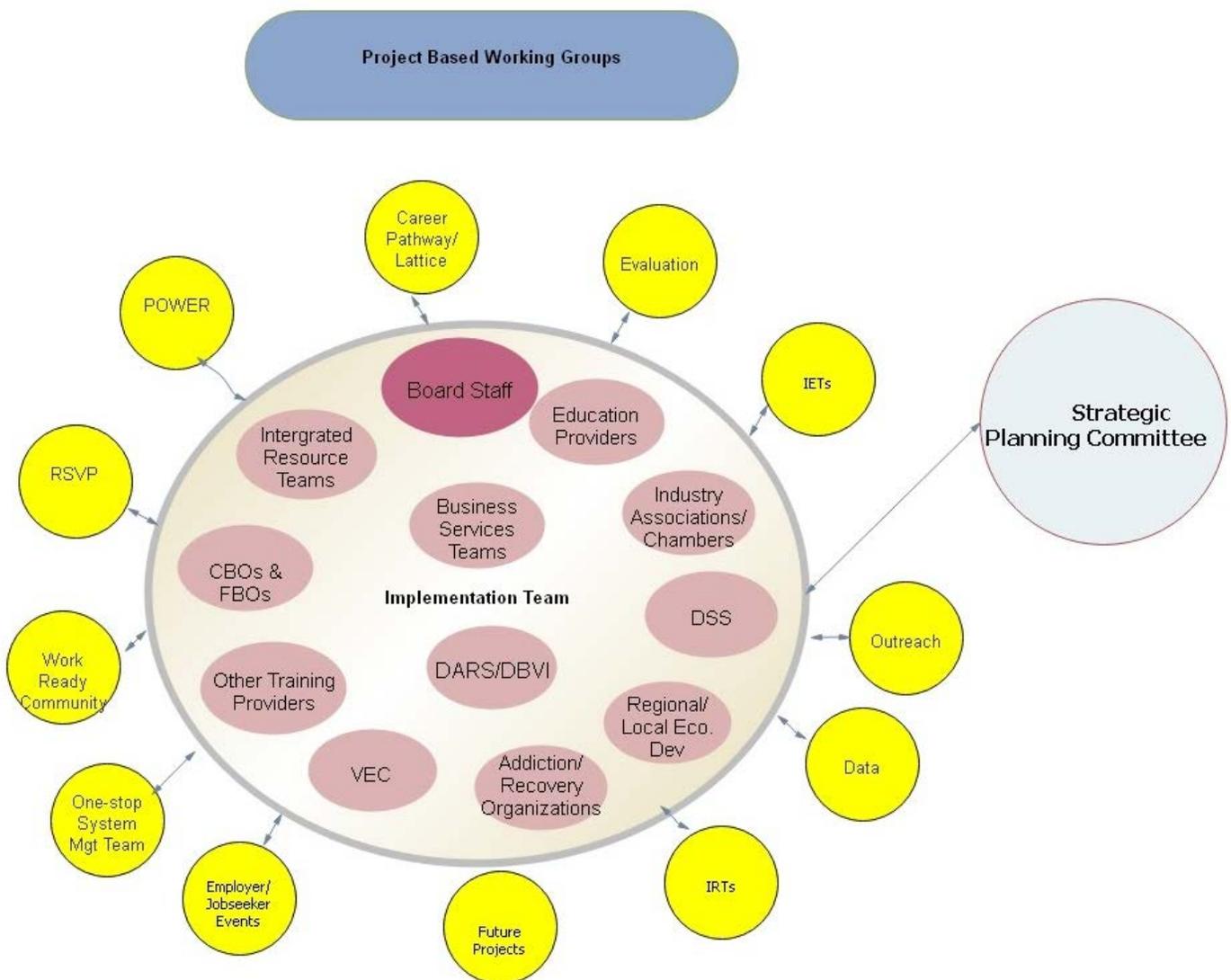
> 2.5 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:
> - Regional vision for workforce development
> - Protocols for planning workforce strategies that anticipate industry needs
> - Needs of incumbent and underemployed workers in the region
> - Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
> - Setting of standards and metrics for operational delivery
> - Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system
> - Generation of new sources of funding to support workforce development in the region

Regional Vision for Workforce Development

The New River Mount Rogers Workforce Development Board envisions 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, sustainable employment, competitive wages, and career advancement through an integrated workforce support infrastructure. The NRMRWDB's vision for workforce development aligns with the Commonwealth's vision for workforce development, which is to "improve economic opportunity for all Virginians by serving those who are not yet earning a sustainable wage and, as important, by focusing the resources and mechanisms of our workforce system to recruit people into the workforce and connect them to businesses in high demand industries."

Protocols for Planning Workforce Strategies that Anticipate Industry Needs

Strategies to anticipate industry needs include (1) having a designated staff person to coordinate and increase services to the region's businesses; (2) providing business services through four Business Solutions Teams located strategically throughout the region; (3) securing funding to support the needs of regional businesses through targeted skill development/enhancement of the regional workforce and future pipeline; and (4) maximizing technology for effective communications.

Business Services Coordinator: The NRMRWDB has a dedicated Business Services Coordinator who coordinates engagement activities and services. As such, she develops systems and coordinates with the region's four Business Solutions Teams and other partners to provide services to businesses in the region. Services to businesses may include recruitment, screening, and referral to targeted jobs; presentations to business associations regarding regional workforce system services and labor market resources; coordination of special events for businesses; and providing labor market information to businesses. The incumbent is responsible for assuring that the needs of businesses are served by the New River/Mount Rogers Workforce Area system, as well as the needs of job seekers. Interactions with others include peers at a regional level, such as VEC, DARS, DSS, K-12 CTE and community college representatives, business partners and committees, various businesses, Chambers of Commerce and business associations. Specifically, she works with members of the BSTs and other regional partners to facilitate

business access to services; develops and maintains a system of targeted recruitment of workers for businesses which involves all BST partners and affiliates in this system; responds to business requests for services; coordinates activities with the One Stop System Operator and Center Managers to ensure a good business experience in the One-Stop Centers; participates in the development and maintenance of a fee-for-service structure to businesses for services beyond those provided with grant funds; markets program services including participating in the development of a marketing brochure to businesses; participates in professional business groups to build relationships, market services, and gain ideas about offering and improving business services; coordinates business services in region with regional business service efforts; and collects and distributes labor market information.

Business Solutions Teams: Business Services provided by the Business Solutions Teams include (but are not limited to:
- Recruitment Services: Job Description Development; Job Postings; Candidate Screening & Job Matching; Job Fairs, Hiring Events and Other Recruitment Events (both multi-company and company-specific); Resume & Candidate Referrals; Work Experience & Intern Placement and pre-hire assessments.
- Labor Market Information: Wage Comparison Analysis (providing businesses a wage comparison between their jobs and similar jobs in the region and/or state) and Industry and/or Occupation Demand Analysis (providing businesses with annual and projected occupational demand numbers)
- Consulting Services: Workforce Services Consultations (discussion about company needs and available resources); Job Fair & Hiring Event Development; Diversity Consultations & Workshops (working with a company to develop ways to recruit a specific or diverse candidate pool); Customized Training Curriculum & Development Meetings; Business Facility Tours; Connecting businesses to non-workforce resource providers (such as GenEdge, the Manufacturing Technology Center, legal advice, etc.)
- Training: On-The-Job Training Placement & Funding Assistance; Incumbent Worker Training Assistance; Trainings/Workshops/Seminars

Discretionary Funding to Support Businesses through Targeted Skill Development: All discretionary grant funding includes business services—as they are instrumental in assisting jobseekers in securing employment—as well as funding to support incumbent worker training. To fully support the needs of our businesses, additional funds are necessary. Additional targeted skill development includes the use of ACT's Job Profiling to help align the skills needed to training.

Technology for Effective Communications: We use the Customer Relationship Management (CRM) system, B2B Engage©, to track and measure services and outcomes. This database was implemented in the region using various State and Federal funds. Having such a powerful tool has allowed partners to work together to avoid a duplication of effort (partners in the system include: WDB staff, WIOA Title 1 staff, VEC staff, DBVI staff and economic development). The B2B Engage® System not only tracks activities/services provided to a business (what, when, cost and partners that participated in the activity), but also tracks needs assessment information that can be gathered from

a business through various contacts (request for assistance from the business, a one-on-one meeting, general conversations at an event, job fairs, etc.). Further, B2B Engage® allows us to measure business service activities. In 2017 NRMRWDB staff created a baseline of engagement with businesses in the following industry sectors: Manufacturing, Healthcare, and Information Technology to help measure the effect of having a Business Services Coordinator serving the region. A chart tracking business services and penetration from July 1, 2017 through Dec. 31, 2020 is included in Section 2 under Demand Plan.

Meeting the Needs of Incumbent and Underemployed Workers in the Region

Incumbent worker training is a critical business service (and outreach) tactic. The NRMRWDB uses WIOA Title 1 Adult and DLW funds (when available) and discretionary funds to support this activity. The BSC is the contact for that activity and assist the business with requirements and the paperwork many of the regional economic development representative will reach out to the BSC and make a referral when they come across a business that can benefit from this service. Our motto on this activity is "Upskilling and backfilling" as in many cases a trained incumbent worker will get a promotion (eventually) and create an opening for someone else. Once the relationship is built between the BSC and the company (through incumbent worker training) they will also seek the BSC out for talent search activities.

In the spirit of the law, the NRMRWDB has determined that there exists in our local area a sizeable group of individuals that lack economic self-sufficiency, commonly referred to as the ALICE population or the working poor (to see more on the ALICE population see Section 1 under Regional Economic Conditions). The ALICE population earns just enough to be above the federal poverty guidelines, public assistance requirements or any other financial assistance; however, they do not earn enough to achieve economic self-sufficiency.

To better serve the total adult population in Area 2, the NRMRWDB has determined that individuals who are a member of a family that is above the Lower Living Standard Income Level (LLSIL) guidelines but not in excess of 200% of current guidelines may receive WIOA intensive services/training as an established priority service group. The NRMRWDB will allow all adult participants, who are employed to be determined eligible under this provision.

Development of Partners and Guidelines for Various Forms of On-the-Job Training

There is a strong emphasis on "partnership/alignment" in serving both the region's business and job seeker customers. The availability of work-based learning opportunities are shared and discussed at both Partner and Business Solution Team meetings. The use of the Integrated Resource Teams (see IRTs discussed in depth in Section 1) and the use of the Collaborative Funding Agreement (see Attachment C) sets the tone for documenting and tracking of shared resources.

Apprentices have long been a challenge in the region. The NRMRWDB has reached out to net.America Corporation, a DOL Apprenticeship Intermediary, to aid in the development of processes to increase this particular work-based learning tool.

Setting of Standards and Metrics for Operational Delivery

Operational metrics are key performance **indicators.** The strategies listed in this Plan note the metrics that are important to the NRMRWDB: Adding value to the region through meaningful Business engagement and services, meeting the needs of job seekers with barriers, return on investment of public funds brought to the region to name a few. For a complete list see Section 2 for a full list of Strategies and Action Items.

Alignment of Monetary and Other Resources to Support the Workforce Development System

All funding the NRMRWDB sources is to leverage activities that support the mission and vision of the Boards. Funds fall in the four programmatic elements: Job Seeker Services, Business Services, Outreach and System Development and Administrative (Oversight/Management). The Overlap between programmatic and administrative elements in the workforce system are represented in the graphic in Section 5 under Leveraging Funds. The overlap between elements is not only efficient, it is valuable to access and integration of our workforce efforts. Often, programs that are directed at job seekers are influenced by the needs of our business partners and vice versa. Additionally, all our outreach and system development directly supports job seeker and business services.

While the elements are not equally funded (shown here by size of the circle in the graph mentioned above), the shared edges allow our workforce partners to provide a more comprehensive and integrated system and to adjust as needs and strategic focus shifts resources and collaborative energies over time.

Generation of New Sources of Funding to Support Workforce Development in the Region

The NRMRWDB has long recognized that WIOA funds would not meet the variety of workforce issues that need to be addressed in the region. Since 2017 over $7 million (of non WIOA funds) has been brought into the region to support and expand workforce development efforts. The NRMRWDB has a grant writer on staff to aid in the opportunity of generating additional funds.

Workforce Planning is the process of analyzing, forecasting, and planning workforce supply and demand, assessing gaps, and determining target talent management interventions to ensure that an organization has the right people - with the right skills in the right places at the right time - to fulfill its mandate and strategic objectives.

Collaboration and Coordination Strategy

To align resources and achieve our strategic vision and goals, the NRMRWDB uses the following strategies:

Service Alignment:

Alignment and collaboration with "collective impact" in mind has been the focus of the NRMR WDA for many years. Since 2016, the region has worked to identify the resources in the region, and documented it in two ways: A Regional Resource Map and a Workforce Services Matrix (see Attachment C).

This work is designed to ensure the availability of needed services and limit the duplication of services. This area, however, is one that we are working to strengthen. Through a resource mapping, an ongoing task, we have identified available organizations and programs within the region

In addition, each new project (with funds) brought to the area, has components for collective impact. We achieve collective impact by building working relationships with traditional and "non-traditional" partners.

Referrals:

As the Integrated Resource Team process becomes standard practice to serve all jobseekers, the referral and alignment of programs serving jobseekers will happen more consistently. Other referrals happen as front-line gather information from the individuals with whom they are working. They gain knowledge about services this individual may need, and they reach out specifically to appropriate organizations. The use of the Region's Asset Map and Workforce Matrix are also tools used for referrals.

Information Sharing:

Through regional "partner" meetings, IRTs, and regularly scheduled Business Solution Team meetings, various partners come together and share information and issues about their respective organizations and programs. These partners include a mix of those mentioned in section 3.1.

For specific projects, the use of **ProjectHub®** (an on-line project management tool) is a parking place for various documents and a space for sharing other information that aid frontline staff. **ProjectHub®** encourages collaboration, simple task management, content collaboration, and reporting.

The NRMR CB uses a Customer Relationship Management (CRM) system, **B2B Engage®**, to track business services and outcomes and intel gathered on a business (e.g. needs assessments about talent, retention and training). This database was implemented in the region using various State and Federal funds. Having such a powerful tool has allowed partners to work together to avoid a duplication of effort. There are a number of workforce partners in the CRM besides NRMRWDB staff: Chairs of each of the regional BSTs, Economic Development and Title 1 Program Operators.

Training and Cross-Training:

The NRMRWDB believes in, supports, and offers regional Professional Development opportunities to their staff and all workforce partners in the region. These events not only increase the skills of the individual trainees, but they also build capacity for the region to serve our businesses and job seekers and build a sense of community between partners. Cross training on programs and how to access programs happens during regularly scheduled Partner and BSU meetings. Regional Professional Development opportunities are offered to partners (WIOA Titled and others) once a month.

A larger number of frontline staff are able to access these trainings as most of these are now offered on-line. Below is the most recent Professional Development Schedule.

PROFESSIONAL DEVELOPMENT SERIES
2020-2021

October 28 2020 9:00-12:00	Adverse Childhood Experiences	New River Valley Community Services Board (Kathy Kenley, Leslie Beasley
November 19 2020 9:00-12:00	Using Labor Market Information to better serve your customers	Virginia Tech Office of Economic Development (Zach Jackson, Sarah Lyon-Hill)
December 9 2020 10:00-12:00	Seven Meaningful Tools for Navigating through Stressful Times	Extra Ordinary Living (Janet Crawford)
January 27 2021	Basics of Cognitive Behavioral Therapy for Non-Mental Health Practitioners	National Association of Cognitive-Behavioral Therapists (Dr. Aldo Pucci)
March 5 9am-5pm	Mental Health First Aid Certification	Jordan Laney One-Care of Virginia

March 2021	Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth	Extra Ordinary Living (Janet Crawford)
April 2021	Career Lattice Training (what are they and how to use them)	Virginia Tech Office of Economic Development (Zach Jackson, Sarah Lyon-Hill)
May 2021	From Conflict to Creative Tension	Extra Ordinary Living (Janet Crawford)
June 2021	Addressing Bias: Understanding Substance Use Disorder	Ballad Health (Jason Pritchard)
July 2021	Cognitive Behavioral Therapy with SUD participants	Liz Annis
August 2021	TBD	
September 2021	TBD	