

Section 1: Workforce and Economic Analysis

1.1 - A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

The Virginia Career Works – Greater Roanoke region includes both urban and rural areas across the Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Cities of Covington, Roanoke, and Salem. The current population of the region is 335,294 with 161,910 employed. Health Care and Social Assistance continues to be the leading employment sector, followed by Manufacturing, Retail Trade, Accommodation and Food Services, and Educational Services. *Table 1* shows the top ten employment sectors in the region.¹

Table 1 – Total Employment by Sector

NAICS	Industry	2020 Employ	2024 Employ	% Change
62	Health Care and Social Assistance	29,352	30,822	5.0%
31	Manufacturing	17,349	18,340	5.7%
44	Retail Trade	17,978	17,588	-2.2%
72	Accommodation and Food Services	14,022	13,105	-6.5%
61	Educational Services	12,043	12,484	3.7%
23	Construction	10,820	11,662	7.8%
56	Administrative and Support and Waste Management and Remediation Services	9,663	8,519	-11.9%
48	Transportation and Warehousing	8,974	8,494	-5.3%
54	Professional, Scientific, and Technical Services	8,373	8,358	-0.2%
81	Other Services (except Public Administration)	9,282	7,811	-15.8%

The COVID-19 pandemic significantly impacted the Retail Trade and Accommodation and Food Services sectors, leading to widespread job losses and business closures due to shutdowns, reduced consumer demand, and safety restrictions. Many workers in these industries faced furloughs or reduced hours, and recovery has been uneven and slow, with ongoing staffing challenges and shifts in consumer behavior continuing to affect operations.

¹ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

Another key data point is the employment outlook for industries in the Greater Roanoke region. This outlook highlights the industries with the highest projected job growth and total demand, which includes both anticipated new positions and openings as well as openings created by retirements or other workforce separations. *Table 2* presents the top ten industry sectors expected to have the greatest employment demand over the next five years. This table does not include any new jobs that are secured by economic development announcements and expansions and is based on current industry projections.

Table 2 – Employment Outlook by Industry²

NAICS	Industry Sector	Exits	Transfer	Growth	Total Demand
62	Health Care and Social Assistance	5,465	6,528	50	12,042
72	Accommodation & Food Services	3,938	5,309	-138	9,108
44	Retail Trade	3,952	5,468	-703	8,717
31	Manufacturing	2,688	4,613	-445	6,856
61	Educational Services	2,094	2,532	-243	4,383
23	Construction	1,463	2,504	-58	3,908
56	Administrative & Support & Waste Management & Remediation Services	1,534	2,307	-101	3,740
48	Transportation & Warehousing	1,481	2,173	-103	3,552
81	Other Services (except Public Administration)	1,442	2,086	-67	3,461
54	Professional, Scientific, and Technical Services	1,000	1,698	107	2,805

While data is available to note what is currently in the region, it is also important to highlight the areas that are emerging or present significant opportunities for growth based on economic and community development opportunities. The Roanoke Valley has emerged as a burgeoning hub for the biotechnology industry, driven by strategic collaborations and significant investments. A partnership among the City of Roanoke, Carilion Clinic, Virginia Tech Corporate Research Center, the Roanoke Blacksburg Innovation Alliance, Fralin Biomedical research Institute at Virginia Tech-Carilion, and Virginia Western Community

² JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

College has been formed to foster innovation and support biotech startups by providing state-of-the-art lab spaces and resources. This has led the Virginia Department of Housing and Community Development (VHDCD) to allocate funds to establish a 40,000-square-foot biotechnology incubator in downtown Roanoke. The region has also received additional funding to enhance lab facilities, with the goal of attracting cell and gene therapy companies. These efforts are projected to create over 1,300 jobs within five (5) years.

Another area of emergence has been jobs related to infrastructure development. The Roanoke Valley and Alleghany Highlands in Virginia are experiencing infrastructure development aimed at enhancing transportation and economic growth. While the Construction industry has always been an in-demand industry in the region, infrastructure development not only encompasses occupations in the construction industry, but also occupations in transportation, utility management, communications, information technology, and more. In the Roanoke Valley, projects such as the Wasena Bridge replacement, the expansion of Interstate 81, and the Blue Ridge Parkway road improvements are ongoing, with a planned major expansion of the Roanoke-Blacksburg Regional Airport to add an additional runway. In the Alleghany Highlands, Alleghany County and the City of Covington partnered to break ground on a 104-acre pad site at the Alleghany Regional Commerce Center. These projects reflect a concerted effort to modernize infrastructure and stimulate regional development and job growth.

Based on the analysis of the above data tables and employer need, the following sectors have been identified as the target sectors for the Greater Roanoke region:

- Health Care and Social Assistance
- Manufacturing
- Infrastructure

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

Health Care and Social Assistance

The healthcare industry plays a vital role in the economic stability of the Greater Roanoke region, not only as one of the largest employment sectors but also as a critical driver of regional well-being and growth. The sector currently employs 30,822 people across the region, and projections indicate a total demand for an additional 12,042 positions over the next four years³. This includes both new job growth and the need to fill roles vacated due to retirement and other workforce exits. Meeting this demand is a top priority for the region's workforce development system, emphasizing the need for sustained investment in healthcare training programs and career pathways.

The healthcare industry is broadly divided into two key subsectors. The first is clinical and acute care, anchored by major health systems such as Carilion Clinic and HCA Healthcare's Lewis Gale Health System. Carilion Clinic, one of the region's largest employers, operates 7 hospitals—including the flagship Carilion Roanoke Memorial Hospital—and provides a wide range of specialized care services across a variety of practice areas. Lewis Gale Health System complements this with its own network of hospitals, outpatient centers, and physician offices, offering comprehensive acute and emergency care services throughout the region. There is also a large Veterans Affairs (VA) Hospital in Salem, VA, which provides services to eligible Veterans and their families. The second subsector is long-term care, which includes skilled nursing facilities, rehabilitation centers, and assisted living communities. Notable among these is the Brian Center Alleghany, a top-rated facility

³ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

providing skilled nursing and rehabilitation services. These facilities serve a growing aging population and have distinct workforce needs.

While there is some overlap in staffing needs between acute care and long-term care, each subsector faces unique workforce challenges, especially in recruiting and retaining clinical nursing staff. With a rising demand for healthcare services due to population aging and increased healthcare access, expanding training programs and developing clear career pathways will be essential to ensuring that the region can meet future healthcare workforce needs effectively.

Acute care facilities continue to face shortages of critical healthcare professionals, including Registered Nurses (RNs), Nurse Assistants, and Physicians. This shortage was exacerbated by the COVID-19 pandemic but continues today as the region tries to keep up with the demand of these facilities. While the long-term healthcare sector also needs these positions, they also find themselves also looking for home health aides, personal care aides, and therapeutic positions. Some of these positions in the long-term healthcare facilities offer low wages and limited benefits, contributing to high turnover rates and additional staffing challenges. *Table 3* below shows the top ten (10) occupations in-demand in the healthcare industry in the Greater Roanoke region.

Table 3 – In-Demand Occupations for Health Care and Social Assistance⁴

SOC	Occupation	Total Employ	Avg Ann Wages	Total Demand	Job Ads ⁵
31-1131	Nursing Assistants	2,904	\$37,700	1,520	766
31-1122	Personal Care Aides	2,145	\$28,900	1,362	209
29-1141	Registered Nurses	4,713	\$85,800	877	7,700
31-9092	Medical Assistants	740	\$39,700	414	546
31-1121	Home Health Aides	761	\$28,900	397	40
43-6013	Medical Secretaries and Administrative Assistants	791	\$39,700	299	470

⁴ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

⁵ These were active job ads during the last 12 months.

21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	630	\$55,400	257	348
43-4171	Receptionists and Information Clerks	536	\$35,000	256	220
29-2061	Licensed Practical and Licensed Vocational Nurses	896	\$58,000	256	1,000
39-9011	Childcare Workers	378	\$29,400	235	103

The skills that are required for these occupations, while similar, can differ drastically from employer to employer. There are also several career pathways within the healthcare industry that are natural progressions, such as the Certified Nursing Assistant (CNA), to Licensed Practical Nurse (LPN), to Registered Nurse (RN). *Table 4* and *Table 5* below show the top ten (10) hard skills and soft skills that are advertised in the Greater Roanoke region for the occupations listed above⁶.

Table 4 – Hard Skills

Hard Skill	Job Ads
Epic Systems	1,057
Nursing	811
Patient Care	548
Medical Terminology	412
Intensive Care Unit (ICU)	319
Wound Care	312
Home Health Care	305
Microsoft Office	246
Surgical Skills	237
Ability to Lift 11-20 lbs.	230

Table 5 – Soft Skills

Soft Skill	Job Ads
Cooperative/Teamwork	3,255
Communication	2,948
Customer Service	1,733
Critical Thinking	962
Organization	860
Detail Oriented	774
Interpersonal Ability	682
Adaptability/Flexibility	624
Problem Solving	616
Prioritization	604

Health Care and Social Assistance is an industry that is reliant on industry-recognized credentials. Many of the occupations that are sought in the Greater Roanoke region have a requirement that individuals must have an active certification with a credentialing body before employment can be offered. *Table 6* below shows the top ten (10) certifications in-demand based on actual job ads for the occupations above.

⁶ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

Table 6 – Certification Requirements for In-Demand Occupations⁷

Certificate Name	Job Ads
Registered Nurse (RN)	3,097
Basic Life Support (BLS)	2,431
Advanced Cardiac Life Support (ACLS)	1,736
Pediatric Advanced Life Support (PALS)	854
Cardiopulmonary Resuscitation (CPR)	685
Certified Nursing Assistant (CNA)	593
Licensed Practical Nurse (LPN)	470
Driver's License	275
Certified Phlebotomist	137
First Aid Certification	114

Manufacturing

As a traded sector, the manufacturing industry is a key economic driver in the Roanoke Valley and Alleghany Highlands, employing 17,349 people across a diverse range of companies and production sectors. Major employers such as Smurfit WestRock, Mack Trucks, Trivium Packaging, Cornerstone Building Products, Altec, Marvin Windows, and Cardinal Glass form the backbone of this sector, producing everything from paper products and glass to bucket trucks and packaging materials. These manufacturers are supported by the region's strategic location, which offers access to major interstates, freight rail, and airport proximity, making it ideal for distribution and logistics. However, while the industry is expected to see 6,856 job openings over the next four (4) years, this demand is largely due to retirements (4,613 projected) rather than new growth, posing a unique challenge for workforce development.

While the “silver tsunami” of retirements continues to threaten the industry, at the same time, interest among youth and young adults in technical, hands-on careers has waned, making it more difficult to replenish the talent pipeline. Addressing this challenge

⁷ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

will require a coordinated effort among education partners, employers, and workforce agencies to promote manufacturing careers, modernize training programs, and highlight the innovation and opportunity within the industry. While some efforts are ongoing and are striving to accomplish this goal, continued investment and outreach are critical to ensure long-term sustainability for this essential sector. *Table 7* below shows the top ten (10) in-demand occupations within the manufacturing industry.

Table 7 – In-Demand Occupations in the Manufacturing Industry

SOC	Occupation	Total Employ	Avg Ann Wages	Total Demand	Job Ads ⁸
51-2092	Team Assemblers	1,882	\$43,100	836	17
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	562	\$39,900	273	553
51-1011	First-Line Supervisors of Production and Operating Workers	714	\$69,900	232	193
51-2028	Electrical, Electronic, and Electromechanical Equipment Assemblers, Except Coil Winders, Tapers, and Finishers	473	\$45,000	196	47
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	461	\$48,500	174	118
49-9041	Industrial Machinery Mechanics	457	\$59,300	160	44
51-4121	Welders, Cutters, Solderers, and Brazers	379	\$50,800	139	65
53-7051	Industrial Truck and Tractor Operators	375	\$43,200	133	144
51-9111	Packaging and Filling Machine Operators and Tenders	273	\$41,000	120	5
53-3032	Heavy and Tractor-Trailer Truck Drivers	299	\$55,900	119	923

To be successful in the manufacturing industry, individuals need to possess a combination of technical and soft skills. Technical competencies often include proficiency in operating machines, understanding manufacturing processes, and basic computer literacy. Employers also highly value soft skills such as attention to detail, effective communication, teamwork, and problem-solving abilities. Physical stamina and the ability to perform tasks

⁸ These were active job ads during the last 12 months.

that may involve lifting or standing for extended periods are also important. *Table 8* and *Table 9* below show the top ten (10) hard skills and soft skills that are advertised in the Greater Roanoke region for the occupations listed above⁹.

Table 8 – Hard Skills

Hard Skill	Job Ads
Ability to Lift 51-100 lbs.	269
Forklifts	227
Tractor-Trailer Trucks	208
Ability to Lift 41-50 lbs.	179
Manufacturing	149
Pallet Jacks	104
Microsoft Office	100
Tankers	97
Mechanical	86
Ability to Lift 21-30 lbs.	81

Table 9 – Soft Skills

Soft Skill	Job Ads
Communication	608
Cooperative/Teamwork	399
Detail Oriented	254
Work Ethic/Hard Worker	222
Customer Service	196
Organization	174
Problem Solving	161
Self-Motivated	153
Fast Paced Environment	133
Adaptability/Flexibility	119

Many manufacturers in the Greater Roanoke region prioritize work ethics, reliability, and a willingness to learn over formal credentials. While certifications are helpful, employers often value loyalty and a strong attitude more, knowing they can train the right person on the job. One example is Smurfit WestRock in the Alleghany Highlands. This paper product manufacturer does not require any formal industry-recognized credentials offered by the community colleges or other higher education institutions, but instead, utilizes the Career Readiness Certificate as a requirement for hiring to ensure individuals have the basic literacy and soft skills to learn on-the-job. *Table 10* below shows the top ten (10) certifications that have been listed in job ads for the occupations above in the last year.

⁹ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

Table 10 – Certification Requirements for In-Demand Occupations¹⁰

Certificate Name	Job Ads
Commercial Driver’s License – Class A	361
HAZMAT Endorsement	52
Driver’s License	48
Forklift Certified	21
DOT Medical Card	16
Transportation Worker Identification (TWIC)	15
Commercial Driver’s License – Class B	10
American Welding Society Certification (AWS)	2
OSHA 30	2
Six Sigma Black Belt	2

Infrastructure

The infrastructure industry¹¹ in the Roanoke Valley and Alleghany Highlands plays a crucial role in supporting the region’s economy and quality of life. Spanning construction, transportation, utilities, communications, and public services, the sector ensures that cities and counties operate efficiently and remain connected. The Greater Roanoke region benefits from a strong transportation network, including Interstate 81, Interstate 581, and U.S. Route 460 and U.S Route 220, which support both commuter and freight travel, and are all undergoing major projects to expand lanes and travel capacity. The region also continues to benefit from railroad travel, both freight and passenger through Norfolk Southern, CSX, and Amtrak. The Roanoke-Blacksburg Regional Airport, which is planning a major renovation, continues to provide air travel to major cities up and down the East Coast.

Utilities and communication services are also key components of the region’s infrastructure. The Western Virginia Water Authority manages essential water and wastewater systems, while ongoing broadband expansion efforts aim to improve digital access, particularly in more rural areas like the Alleghany Highlands. Together, these

¹⁰ JobsEQ. Chmura Economics. March 2025. <https://jobseq.egsuite.com/>

¹¹ This industry has been customized and developed to encompass the region’s infrastructure needs. A list of NAICS codes that have been included in this industry can be found in Appendix A.

infrastructure systems support economic growth, community development, and the long-term sustainability of the region. With this, comes a great need to ensure that companies hiring occupations within this industry have trained and skilled workers that meet the needs of their current projects, as well as the projects that will begin in the near future. *Table 11* below shows the top ten (10) in-demand occupations for the infrastructure industry in the region.

Table 11 – In-Demand Occupations for Infrastructure¹²

SOC	Occupation	Total Employ	Avg Ann Wages	Total Demand	Job Ads ¹³
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,879	58,000	742	923
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,080	41,100	542	553
53-3033	Light Truck Drivers	751	55,900	331	381
47-2061	Construction Laborers	949	39,700	325	154
53-7065	Stockers and Order Fillers	316	40,800	188	1,002
15-1252	Software Developers	645	114,800	178	172
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	559	71,200	167	135
43-9061	Office Clerks, General	405	43,300	160	146
11-1021	General and Operations Managers	477	134,700	151	220
47-2031	Carpenters	466	48,400	139	45

Workers in the infrastructure sector in the Greater Roanoke region require a blend of technical and soft skills. Technical competencies include proficiency in operating and maintaining equipment such as heavy construction equipment, tractor-trailer trucks and other light delivery vehicles, and other construction equipment. Soft skills like effective communication, teamwork, and the ability to follow instructions are equally important. *Table 12* and *Table 13* below show the top ten (10) hard skills and soft skills that are advertised in the Greater Roanoke region for the occupations listed above¹⁴.

¹² JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

¹³ These were active job ads during the last 12 months.

¹⁴ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

Table 12 – Hard Skills

Hard Skill	Job Ads
Ability to Lift 51-100 lbs.	510
Ability to Lift 41-50 lbs.	447
Forklifts	292
Tractor-Trailer Trucks	219
Microsoft Excel	201
Pallet Jacks	200
Microsoft Office	197
Ability to Lift 21-30 lbs.	168
Retail Sales	144
Hand Trucks	121

Table 13 – Soft Skills

Soft Skill	Job Ads
Communication	1,524
Cooperative/Teamwork	912
Customer Service	820
Detail Oriented	535
Organization	486
Adaptability/Flexibility	355
Self-Motivated	353
Work Ethic/Hard Worker	331
Problem Solving	317
Supervision/Management	303

Table 14 highlights key credentials and certifications commonly required or recommended in the infrastructure industry. These credentials support both entry-level employment and career advancement by ensuring workers have the technical knowledge and safety training needed to perform essential tasks effectively and meet industry standards.

Table 14 – Certification Requirements for In-Demand Occupations¹⁵

Certificate Name	Job Ads
Commercial Driver's License – CDL A	393
Driver's License	275
HAZMAT	63
Forklift Certified	31
Cardiopulmonary Resuscitation	24
Commercial Driver's License – Class B	24
DOT Medical Card	21
First Aid Certification	18
OSHA 30	17
Transportation Worker Identification (TWIC)	15

¹⁵ JobsEQ. Chmura Economics. March 2025. <https://jobseq.egsuite.com/>

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

The Greater Roanoke region shows both strengths and areas of concern that are critical for workforce development planning. As of the most recent data, the region has a labor force participation rate of 59.1% with a total labor force of 161,910 individuals.¹⁶ The participation rate among prime working-age individuals ages 25-53 is much higher at 82.1%, indicating strong engagement from the core workforce demographic.¹⁷ However, this also suggests opportunities to better engage other segments of the population, such as younger workers or older individuals. It should also be noted that the labor force participation rate is much lower than that of Virginia, which is at 65.0%.¹⁸ The current unemployment rate is 3.2%, which is slightly higher than the Commonwealth of Virginia, which is 3.1%.¹⁹ While this rate has been slightly increasing over the last several months, this number does not reflect the number of individuals that are unemployed that either a) exhausted their unemployment benefits, b) did not qualify for unemployment benefits, or c) chose not to file a claim. Many individuals, particularly women, left the workforce during the COVID-19 pandemic and households adapted to living in a single-income household. This statistic also does not include individuals who are underemployed, or are in the Asset-Limited, Income-Restrained, Employed (ALICE) population. Of the 139,304 households located in the Greater Roanoke region, 17,294 of those households are living in poverty, and 43,891 of those households are included in the ALICE population.²⁰ This is another

¹⁶ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

¹⁷ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

¹⁸ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

¹⁹ Local Area Unemployment Statistics Report. Virginia Works. January-February 2025. <https://www.virginiaworks.gov>

²⁰ United for ALICE. 2024 ALICE – Virginia Data Report. <https://www.unitedforalice.org/state-overview/virginia>

population who would benefit from exploring other career pathways that lead to high-demand careers.

The region's population has remained flat, with an average annual growth of 0.0%, indicating potential long-term challenges in workforce replenishment if aging and outmigration trends continue.²¹ With 11.4% of workers working remotely and a low public transportation usage rate of 0.9%, access to reliable transportation remains a potential barrier to employment, especially for lower-income or rural residents.²² Furthermore, 39.8% of children live in single-parent households, which can impact parents' ability to participate fully in the workforce without adequate childcare.²³

The educational attainment levels in the region reveals a mixed picture. Among adults aged 25 to 64, 6.8% have no high school diploma, 32.6% are high school graduates, 20.1% have some college but no degree, 9.5% hold an associate's degree, 20.0% hold a Bachelor's Degree, and 11.0% hold a Postgraduate Degree.²⁴ This distribution indicates that a substantial portion of the workforce has at least some college education, although a gap remains in degree completion. Programs that support credential attainment and degree completion could help unlock higher earning potential and address skill shortages in high-demand fields, such as those listed above.

Several populations face systemic barriers to employment. Nearly 12% of working-age adults (18-64) report having a disability, with only 39.5% participating in the labor force.

²⁵ Additionally, 12.4% of the population lives below the poverty line, and 10.6% of

²¹ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

²² JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

²³ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

²⁴ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

²⁵ JobsEQ. Chmura Economics. March 2025. <https://jobseq.eqsuite.com/>

households receive food stamps/SNAP benefits.²⁶ The region also has 2.7% of youth classified as “disconnected”, meaning they are neither in school nor working, a demographic that would benefit significantly from targeted workforce programs, like the Workforce Innovation and Opportunity Act (WIOA) Title I Youth program. A full demographics report of the region can be found in Appendix B to this plan.

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region. [WIOA Sec. 108(b)(1)(D)]

The GRWDB has implemented a strategically coordinated workforce development system designed to align with the needs of local business and industry partners. At the core of this system is a commitment to produce a skilled, adaptable, and job-ready labor force by addressing gaps in education, training, and access, particularly for high school graduates and individuals facing employment barriers. The GRWDB plays a central role in convening and aligning efforts among workforce, education, and economic development partners. Recognizing that many regional residents hold only a high school diploma, there is a strong emphasis on providing pathways to postsecondary education and credential attainment, as well as working with businesses to provide on-the-job training activities.

Virginia Western Community College (VWCC) and Mountain Gateway Community College (MGCC) serve as key education partners, actively collaborating with employers and the GRWDB to develop open enrollment and customized corporate training that assists businesses in developing their current and future workforce. Both institutions offer a variety of short-term credential programs, associate’s degrees, and workforce certifications in high-demand fields. Programs such as FastForward and G3 assist in providing low- to no-cost

²⁶ JobsEQ. Chmura Economics. March 2025. <https://jobseq.egsuite.com/>

options for potential students with barriers to employment, removing this barrier to individuals receiving education and training for upskilling. The region is also home to several 4-year higher education institutions, including Hollins College, Roanoke College, Carilion Radford University, with major universities including Liberty University, Virginia Tech, and Radford University within a short commuting distance. In addition to public colleges, private training providers also contribute to the region's credentialing pipeline. Training in areas like Commercial Driver's License (CDL), healthcare and construction are commonly offered through these institutions.

Customized training and integrated education and training programs have been developed in the region to assist businesses in producing trained and skilled workers. These programs are designed to be responsive to business needs and accessible to individuals, especially those with barriers to employment such as disabilities, low-income status, or limited English proficiency. One example of this is the partnership between the GRWDB, Carilion Clinic, and VWCC. Carilion Clinic approached the GRWDB and noted they had a significant need for Certified Clinical Medical Assistants (CCMA). Working with VWCC and leveraging the WIOA Title I and FastForward funding available in the region, the partnership was able to create a program where individuals applied to Carilion Clinic, were hired as full-time employees, were paid to attend classes at VWCC to obtain the CCMA certification and then were offered guaranteed jobs in one of their clinical departments.

A notable strength of the region's workforce system is the consultative and collaborative approach used by the Business Solutions Team, which includes key partners such as Virginia Works, the Virginia Department of Aging and Rehabilitative Services, the Virginia Economic Development Partnership, the Roanoke Regional Partnership, the Virginia Department of Veterans Services, and Virginia Western Community College. This small but

focused team meets on a bi-weekly basis to share data, discuss current and future business prospects, and coordinate job development efforts. By taking a “no wrong door” approach, employers can engage directly with workforce professionals and receive streamlined access to services like recruitment support, labor market data, and customized training.

While the Business Solutions Team is a small group of agency representatives that provide direct support to employers, to keep all stakeholders in the workforce system informed and aligned, a Regional Talent Development Consortium meets monthly. This meeting brings together all workforce partners who support business and job seeker needs. These meetings include updates on regional labor market trends, forecasts of “hot jobs”, and presentations and opportunities for direct engagement with employers. This proactive approach helps job developers and educators tailor services and programs more effectively.

The region is also beginning to dive into formal sector strategies to support the target industries outlined in this plan. These sector strategies will involve the development of employer collaboratives, modeled after the U.S. Chamber of Commerce’s Talent Pathways Management Academy, focused specifically on the manufacturing, healthcare, and infrastructure industries. The GRWDB will be developing a toolkit for implementing sector strategies in these industries and will be training education and workforce agency partners on this model and the effectiveness of this strategy. Not only will these sector strategies focus on developing training programs and curricula that meet current industry requirements, it will also foster an environment for innovation and creativity in development future workforce development programs and activities.

1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services. [WIOA Sec. 108(b)(1)(D)]

A full Strengths, Weakness, Opportunities, and Threats (SWOT) analysis of the GRWDB and the workforce system in the Greater Roanoke region was conducted by a third-party facilitator during the most recent strategic planning process. *Table 15* below shows the complete analysis with items contributed by partners, GRWDB members, Chief Local Elected Officials, and other workforce stakeholders.

Table 15 – SWOT Analysis: 2024-2028

Strengths	Weaknesses
<ul style="list-style-type: none">• Strong relationship with K-12 schools• Professional and knowledgeable staff• Variety of regional partnership with aligned organizations• Supportive service availability to address barriers• Successful performance and outcomes• Key business support and utilization of OJT and Work Experience• Commitment of workforce partners to excellence• Support from local elected officials• Rapid response time to employers and job seekers• Expertise with assisting displaced and underemployed individuals• Leader and top performer in Commonwealth of Virginia• Career Quest• Variety of leveraged resources (FastForward and G3)• Business Solutions Team and connections with employers throughout the region• Excellent relationship building and collaboration	<ul style="list-style-type: none">• Fair participation of rural and remote community partners• Overall effective communication of all services• Public awareness and knowledge• Public school system awareness of GRWDB• Lack of consistent communication• Lack of equal representation between rural and urban areas in the region• Follow through with initiatives• Parent knowledge of in-demand careers and businesses• Lack of access for all out-of-work populations• Regional cohesion and shared missions• Weak relationships with some workforce partners

Opportunities	Threats
<ul style="list-style-type: none"> • Promotion of performance and proven record of success to the community • Career Quest revisions to increase access for parents to attend • More involvement from union and/or trade programs • Education of school counselors of in-demand industries to inform students and parents • Better relationships with local economic development staff • Simplification of program delivery and messaging to stakeholders • Streamline programs to high-demand industries through academy models • Additional advocacy opportunity alongside other Boards throughout the Commonwealth 	<ul style="list-style-type: none"> • Technology shifts and marketing techniques • State workforce consolidation • Decreasing federal and state funding • Private sector competitors • Competition with other labor markets for talent • ALICE population frustrations • Limited in-person locations throughout the region • Lack of affordable childcare and housing for the workforce • Lack of work ethic in youth and young adults • ARPA/CARES Act funding termination • Cost and affordability of childcare • New/existing organizations creating duplicative programs • Organizations pursuing activities/actions that the GRWDB should be leading

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

Local area's strategy for ensuring the availability of comprehensive services for all youth

To ensure the availability of comprehensive services for all youth in the region, the GRWDB is committed to a coordinated, inclusive approach to service delivery in alignment with the intent of the WIOA Title I legislation. The GRWDB continues to be the operator of the WIOA Title I Youth program, expanding its capacity to directly serve youth and young adults through a dedicated Youth Career Coach and an Intake Coordinator. The Intake Coordinator conducts eligibility and intake appointments with all potential participants of the WIOA Title I Youth program. After eligibility has been established, the Youth Career Coach works with all WIOA Title I Youth participants throughout their journey in receiving employment, training, and support services. Through strong partnerships with local workforce agencies, non-

profits, community action agencies, and educational institutions, the GRWDB ensures that all youth and young adults receive guidance and access to services that support their education and career goals. Should individuals not meet eligibility requirements for the WIOA Title I Youth program, GRWDB staff provide referrals to alternative support systems in the community that can provide services to meet the individuals' needs.

Enrolled WIOA Title I Youth participants complete comprehensive assessments through the Virginia Workforce Connection system, the ONET Interest Inventory, and other technological tools to identify skill gaps, career interests and aptitudes, and any barriers to employment. These insights are used to develop personalized Individual Service Strategies that outline the supports and steps necessary for participants to succeed. This includes a discussion to ensure that the participant is made aware of the fourteen (14) WIOA Title I Youth Program Elements to ensure access to the full range of available supports.

How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA

The City of Roanoke, as the Grant Recipient for the region, along with the Chief Local Elected Officials (CLEO) Consortium, designated the GRWDB, as the fiscal agent, the operator of the WIOA Title I Youth program. The GRWDB is responsible for ensuring that services to eligible youth participants are delivered in a seamless, efficient, and equitable manner. While the GRWDB manages eligibility determination, assessments, and the development of Individual Service Strategies for youth participants, the delivery of the fourteen (14) elements is carried out by the most appropriate provider. This could be provided by the GRWDB itself, community-based organizations, or institutions of higher education. Memorandums of Understanding (MOU) are developed and put into place to establish formal relationships for the delivery of the elements. All partner agencies are

carefully reviewed and selected to ensure high-quality, accessible services are available to the eligible youth participants.

Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program

The Youth Career Coach employed by the GRWDB is highly knowledgeable about the fourteen (14) required elements of the WIOA Title I Youth program. All enrollment, assessment, and planning activities are structured around these elements to ensure comprehensive and individualized service delivery for each participant. Eligible participants are introduced to the fourteen (14) elements during the development of their Individual Service Strategy and are provided with a menu of services that delineates the differences and available of the elements. Using the objective assessment tool and other planning tools, including the Virginia Workforce Connection, the Youth Career Coach is able to identify attainable education and employment goals, as well as any current or potential barriers that may impact the youth's success. This process helps determine which program elements will be most effective in supporting each participant's goals, with the option for youth to request additional services based on their interests.

While all fourteen (14) elements are available, particular emphasis is placed on career exploration and work experience activities. Every enrolled participant identifies an industry or occupational interest, and career exploration is enhanced through assessment and the use of virtual reality headsets developed by TransfVR. These headsets have been improved over time and now include not only career exploration, but training modules and assessments to help a youth or young adults with further identifying their interests and aptitudes. The headsets offer immersive experiences in manufacturing, healthcare, construction, auto-diesel, hospitality, and warehousing/distribution. This approach not only

relates to the participants with a popular and exciting technology, but it also guides them toward meaningful work-based learning opportunities that support their long-term career and education goals.

How the required program design elements will be addressed as part of the development of youth service strategies

The following outlines how the fourteen (14) elements will be provided to eligible Title I Youth participants, along with the partner agencies that assist in delivering these services:

1. *Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery* - Title I Youth participants in need of adult education and tutoring services are referred by the Youth Career Coach to the appropriate regional providers, most commonly those that receive WIOA Title II Adult Education funding. Those residing in the Counties of Alleghany, Botetourt, Craig, or Roanoke, or the Cities of Covington, Roanoke, or Salem are referred to Roanoke Valley – Alleghany Region 5 Adult Education. Individuals residing in Franklin County are referred to West Piedmont Adult and Career Education (Region 12). Both regional programs provide classes for individuals to work toward their General Education Diploma (GED) or their High School Equivalency, as well as English as a Second Language (ESL). Region 5 Adult Education provides on-site GED classes at the Virginia Career Works – Roanoke Center and other classes provided by these regional entities operate on an open-enrollment basis.
2. *Alternative secondary school services, or dropout recovery services* – This element is provided through local K-12 public school systems and regional adult education providers. The Youth Career Coach works closely with these partners through cooperative case management to support participants in earning their high school

diploma or equivalent. Additionally, the Youth Career Coach helps guide participants in achieving broader education and employment goals along their chosen career pathway.

3. *Paid and unpaid work experiences* – Paid and unpaid work experiences are offered to WIOA Title I Youth participants with an academic or occupational education component. These experiences may include summer work experience opportunities, work experience opportunities during the school year, internships and job shadowing, pre-apprenticeship programs, On-the-Job Training (OJT) opportunities, as well as boot-camp opportunities that incorporate employer exposure and project-based, hands-on learning. The Youth Career Coach, in collaboration with the GRWDB Business and Development Manager, works closely with local employers to develop these opportunities. All youth participants are strongly encouraged to complete a work experience to help confirm or reconsider their interest in a particular industry or occupation. Participants receive a stipend for on-site hours worked at a business, nonprofit, public sector, or community-based organization. These experiences require the use of time sheets, reinforcing workplace habits and accountability that translate to future employment. The GRWDB provides liability insurance to protect both participants and host sites during the work experience. Each experience also includes an academic component, delivered before, during, or after the placement that aligns with the participant's career goals and enhances learning from the hands-on experience.
4. *Occupational skills training* – Occupational skills training is available to WIOA Title I Youth participants typically through co-enrollment in the WIOA Title I Adult program. Due to the restrictions of funding and priorities for program expenditures, funding is

rarely provided for occupational skills training through the WIOA Title I Youth program, but this element is still available to all participants. Co-enrolled participants receive WIOA Title I Adult program funding for training and may access WIOA Title I Youth support for activities such as paid work experience and supportive services. Training is delivered through Individual Training Accounts (ITAs) with approved providers listed on the Commonwealth of Virginia's Eligible Training Provider List (ETPL). The only exception to this is if the training is provided through contract training. All training programs are evaluated to ensure alignment with high-demand occupations and career pathways, particularly within the region's target industries. As WIOA Title I funding is a source of last resort, all other available financial aid and resources are considered before utilization of WIOA Title I funds.

5. *Education offered concurrently with and in the same context as workforce preparation activities and training* – This element is available to eligible WIOA Title I Youth participants through regional training providers and adult education partners. Commonly referred to as Integrated Employment and Training (IET) programs, the model ensures that participants receive occupational skills training while also building essential workplace readiness, computer literacy, and foundational academic skills, supporting both immediate and long-term success in the workforce. Several of these programs exist in the region in which the GRWDB collaborates with partners to execute. One example is a partnership with Mountain Gateway Community College, Region 5 Adult Education, and Total Action for Progress (TAP). A program was developed for individuals interested in obtaining their Certified Nursing Assistant (CNA) credential, to ensure successful completion of the program. Students are co-enrolled through Total Action for Progress's CareerForge program and the

WIOA Title I programs, as well as enrolled in CNA training through Mountain Gateway Community College. Region 5 Adult Education provides an instructor that is on-site in the classroom during the CNA training to assist students/participants with tutoring, basic academic concepts, studying habits, computer literacy, and more. Students receive financial support for the training costs through CareerForge, FastForward funding through the community college, and supportive services through the WIOA Title I programs.

6. *Leadership development opportunities* – Leadership development opportunities for WIOA Title I Youth are offered in various formats, including resume and cover letter support from the Youth Career Coach, as well as workshops on workplace readiness, teamwork, and more with partner agencies. Activities may also include business tours, career exploration, and virtual reality simulations. Participation in scheduled activities is required. Incentives for leadership development are outlined in the GRWDB's Incentives Policy, available here: [Youth Incentives Policy](#).
7. *Support services* – Supportive services are provided to Youth participants based on individual need. The region has an established Supportive Services Policy, which can be accessed here: [Supportive Services Policy](#). Common supportive services for Youth participants include transportation assistance (such as mileage reimbursement or bus passes), the purchase of uniforms or clothing for employment or educational activities, tools or equipment required for training or work, and other accommodations necessary to support successful participation. Many Youth participants are co-enrolled in the WIOA Title I Adult Program when receiving Occupational Skills Training, allowing them to access supportive services through both programs, as well as through other discretionary grants available in the region.

8. *Adult mentoring* – Adult mentoring is provided to participants in need of this service through a variety of partners. The Youth Career Coach first evaluates where the participant is eligible for programs such as the Boys and Girls Club, or programs operated by the Community Action Agencies in the region – Total Action for Progress (TAP) or STEP, Inc. Additionally, mentoring opportunities may also be available through smaller, locally established programs, including those offered by the community college. The Youth Career Coach is responsible for referring participants to the most appropriate mentoring provider based on the participant's needs and eligibility.
9. *Follow-up services* – Follow-up services are provided to all youth participants in the WIOA Title I program to ensure that services were successfully delivered and no additional services are needed. The Program Specialist employed by the GRWDB conducts all follow-up activities. Follow-up is conducted quarterly for WIOA Title I Youth participants whose cases have been closed, which could either signal successful completion of program activities and/or placement in education or employment, as well as unsuccessful completion or lack of responsiveness. During follow-up contacts, supplemental information is gathered, and participants are informed of any additional services that may benefit them, such as workshops or resources through the Virginia Career Works Centers and partners in the region. If a participant expresses a need for continued support or re-enrollment in the WIOA Title I program, the Program Specialist will evaluate whether re-enrollment is appropriate, or if services can be provided through the follow-up process. If re-enrollment is necessary, then a referral will be made to the Program Manager for assignment to a

Career Coach. Follow-up services are provided for a minimum of 12 months after case closure.

10. *Comprehensive guidance and counseling* – This element is provided to individuals that require professional counseling, which may include drug and alcohol abuse. A referral would be made by the Youth Career Coach to the appropriate entity based on the need for counseling and what entity has the expertise for the service. This may include a referral to the Virginia Department of Aging and Rehabilitative Services (DARS).

11. *Financial literacy education* – This element is provided to WIOA Title I Youth participants through a couple of different avenues. The City of Roanoke currently operates the BankOn program, which is a partnership between the City, financial institutions, and nonprofits that aim to connect unbanked and underbanked individuals to affordable banking products and free financial education and wellness workshops. There are several financial institutions in the region, including the Bank of Botetourt and Freedom First Credit Union that provide financial literacy education at no cost, using one-on-one appointments with financial counselors. Any youth that is in need of or requests assistance with financial literacy would be referred to one of these institutions for an appointment. The Bank of Botetourt has also worked with the GRWDB to allow minors to open checking accounts without parental consent or their parent's name on the account, which has allowed the GRWDB to assist youth participating in work experiences understand the process of direct deposit, managing a checking account, and other aspects of budgeting.

12. *Entrepreneurial skills training* – This element is provided to participants in the WIOA Title I Youth program by a referral to the Roanoke Regional Small Business

Development Center. Should any participant request assistance with starting their own business, or want to learn about what aspects are needed to become an entrepreneur, the Youth Career Coach would make this referral so that the RRSBDC can meet with the participant one-on-one to assist them in understanding how to start a small business, financial needs, marketing assets, etc.

Strategies to identify, recruit, and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended

The GRWDB follows the federal requirement that at least 75% of expenditures related to the WIOA Title I Youth program will be allocated toward out-of-school youth. This includes youth and young adults who are not enrolled in secondary or post-secondary education at the time of enrollment into the WIOA Title I Youth program. Most outreach and recruitment for the WIOA Title I Youth program is executed by the Outreach and Events Manager as well as the Youth Career Coach, targeting the out-of-school youth population. The GRWDB, as a part of the regional Memorandum of Understanding (MOU) and as the convener of the workforce system, has put together an Outreach Plan that has been coordinated with the core partners at the Virginia Career Works Centers. One of the specific sections in this document relates to youth outreach, ensuring that all partners are working together and co-enrolling as many youth and young adults as possible.

Another aspect of recruitment also involves developing relationships with out-of-school youth providers and connection points throughout the region. This includes the Departments of Social Services, private foster care organizations such as DePaul Resources and IMPACT Living Services, out-of-school time youth organizations like the Boys and Girls Club, neighborhood associations, homeless assistance organizations, faith-based organizations and community-based organizations. A significant effort continues to build

these relationships and establish formal referral processes that are easily accessed by both staff from organizations and customers.

One of the biggest recruitment opportunities has been the development of boot camps that are industry-specific and focus on providing work experience opportunities for youth and young adults that are out-of-school. The first boot camp that was organized by the GRWDB was focus on the Information Technology industry and provided students a look into “tech” occupations in the region. The camp was run for five (5) days from 9:00a – 1:00p and provided students with a hands-on project building a Raspberry Pi computer, connected them with a different employer each day to learn about their business, hear from recruiters on their top needs and tips for applying, and also allowed them to complete online coursework as their academic component related to tech fields and workplace readiness. The GRWDB advertised this opportunity to out-of-school youth on social media, through partner agencies, and using news media, which allowed for the connection with dozens of out-of-school youths interested in the opportunity. While only ten (10) youth and young adults are chosen for each cohort, it allows the GRWDB to connect with students to enroll them in the program for future boot camp opportunities as well as all the fourteen (14) elements. All youth that are chosen for the boot camp are kept on afterwards to continue in their journey in receiving services through their Individual Service Strategy with the goal of placement in education or employment.

Policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals

There are many barriers to education and/or employment that a youth may have to be determined eligible for the WIOA Title I Youth program. While youth that are considered in-school must be documented as low-income with an additional barrier to education and/or

employment, for out-of-school youth, low-income is one of several barriers that can be met, along with the individual being Basic Skills Deficient or ESL. A large majority of participants in the WIOA Title I Youth program in the Greater Roanoke region are considered out-of-school youth, and many have other barriers to employment that do not require them to meet the low-income threshold. However, when a situation arises where a youth does not meet the income eligibility guidelines, the youth is referred to other applicable programs, such as the WIOA Title I Adult program if they are 18 years of age or older. There are many other programs in the region, including federal discretionary grants and statewide education assistance that the GRWDB will refer the youth to for additional services.

Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies

The GRWDB has taken intentional steps to strengthen communication and coordination among regional workforce development partners to improve service delivery, particularly for youth programming. While not youth-specific, the Greater Roanoke Workforce Partners Consortium meets on a quarterly basis to discuss service strategies, partnership opportunities, and system-wide updates, all of which relate to youth service delivery. The GRWDB has a good partnership with the Job Corps program that is based out of Marion, Virginia. While there is not a Job Corps facility in the Greater Roanoke region, Job Corps staff are on-site at the Virginia Career Works – Roanoke Center to provide information and cross-training has occurred among staff to ensure any youth or young adult that is interested in enrolling in a Job Corps program has access to information on how to apply. There is also a connection to the Job Corps site in Lynchburg for students who would like to attend classes at this facility.

Efforts taken to ensure compliance with applicable child labor and safety regulations

All activities for the WIOA Title I Youth program that require the GRWDB or any sub-recipients and/or contractors to comply with applicable child labor and safety regulations reference the relevant legislation in all contracts and/or agreements. All Work Experience/Internship agreements refer to these child labor and safety regulations, and all are gone over verbally during the time that the agreement is adopted. All Work Experience sites are visited by the Business and Development Manager, who completes an on-site review of the Work Experience site to ensure that regulations are followed.

Pay-for-performance policy as applicable

The GRWDB does not currently operate any pay-for-performance contracts.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

Access to and delivery of career services (basic, individualized, and follow-up)

In the Greater Roanoke region, a full range of employment and training activities for adults and dislocated workers is available and accessible through multiple service delivery methods to ensure convenience, flexibility, and equity. Career services, categorized as basic, individualized, and follow-up, are offered both in person at the Virginia Career Works Centers in the region and remotely via phone, video conferencing, and online platforms. This hybrid model, developed and refined during the COVID-19 pandemic, continues to serve customers who prefer or require virtual access. Services are delivered based on individual needs and capabilities, with accommodations such as language translation and assistive technology available to ensure accessibility for all customers.

Basic career services include eligibility determination, skills assessments, job search assistance, labor market information, and referrals to supportive services. Individualized

services are provided for those requiring more in-depth support and include comprehensive assessments, individual employment plans, counseling, career planning, internships, short-term pre-vocational training, and workforce preparation activities. Additional services such as English language acquisition, relocation assistance, and financial literacy support are also available through partner referrals. Follow-up services are offered for at least 12 months after program exit to ensure participants remain successfully employed and connected to support.

The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals

The Greater Roanoke region is an economically diverse region that not only includes the largest city in the Commonwealth of Virginia west of Richmond but also includes rural areas that lack basic access to services such as broadband and transit. This diversity contributes to a heavy analysis for the region when it comes to determining a level of self-sufficiency. The GRWDB and the CLEO Consortium are also aware of the large number of individuals within the region that fall into the ALICE (Asset Limited Income Constrained Employed) population. These are more commonly known as underemployed individuals and are one of the hardest populations to reach and increase awareness of the workforce development system and the services it provides.

The region defines self-sufficiency using income thresholds based on a percentage of the Lower Living Standard Income Level (LLSIL), adjusted annually and aligned with federal guidelines. For employed individuals seeking eligibility for individualized or training services, the GRWDB uses a benchmark of 200% of the LLSIL to determine whether an individual is considered underemployed and, therefore, eligible for additional support. This standard ensures that resources are directed to individuals whose current income does not meet the

cost of living in the region, even if they are employed. The self-sufficiency standard allows the workforce system to prioritize training for individuals who are working in low-wage or part-time jobs and need additional skills or credentials to access better opportunities.

The area's definition of hard-to-serve populations with additional barriers to employment

The GRWDB and the CLEO Consortium has identified hard-to-serve populations with additional barriers to employment that meet the following criteria:

- Individuals with a disability
- Lacking work experience for those aged 17 years old and above.
- Having difficulty retaining employment, meaning an individual aged 17 years or older who has not worked for the same employer for longer than 3 consecutive months in the prior twelve months.
- Residing in a single parent household.
- Residing in, or has resided during the past 2 years in, a residential placement facility, including a detention facility, substance abuse treatment facility, emergency shelter, psychiatric hospital, halfway house or foster group home.
- Living with a family member in the household who is unemployed or has lost their job during the past 12 weeks (including spouse/partner, parent/guardian, or sibling over 18).
- Natural disaster evacuees
- Has experienced/is experiencing effects of substance abuse either by themselves, family members related by blood or marriage, guardians, or other immediate family members such as those connected by birth, adoption, civil partnership, or cohabitation such as grandparents, great-grandparents, grandchildren, great-

grandchildren, aunts, uncles, siblings-in-law, half-siblings, cousins, adopted children, step-parents, step-children and cohabitating partners.

- Expectant fathers

Section 2: Strategic Vision and Goals

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). [WIOA Sec. 108(b)(1)(E)]

The GRWDB recently completed a comprehensive strategic planning process to align its vision, goals, and initiatives with regional workforce needs. To ensure broad input, the GRWDB conducted surveys with key stakeholders, including workforce partners, board members, and local elected officials. The feedback gathered helped identify regional priorities, challenges, and opportunities for collaboration. Following the survey process, the GRWDB had a facilitated strategic planning session with board members and local elected officials to discuss findings and develop actionable strategies. The resulting Strategic Plan for 2024-2028 was intentionally designed to align with the development of the region's WIOA Local Plan, ensuring consistency and coordination across workforce system goals, priorities, and service delivery strategies. The abbreviated strategic plan can be found here: [GRWDB Strategic Plan 2024-2028](#).

Table 16 below details the goals and strategies that will be implemented over the next four (4) years:

Table 16 – Strategic Plan Goals and Strategies 2024-2028

INCREASE OVERALL AWARENESS AND UNDERSTANDING	
GOAL #1: Develop and implement a robust communication plan targeted to each stakeholder group (Board, job seekers, partners, schools, businesses) to increase overall awareness of GRWDB mission, programs, and outcomes by 5%/year, as measured by an annual survey of stakeholders.	
Strategies:	
1. Streamline messaging to create consensus and understanding of the organization's role and mission.	
2. Identify annual performance metrics and regularly report to stakeholders.	

<ol style="list-style-type: none"> 3. Create platforms of regularly scheduled and customized communications directed at target audiences (job seekers, schools, youth, employers, board) i.e. newsletters, social media, events, etc. 4. Maintain an updated website. 5. Create and regularly update a data dashboard to include market trends and GRWDB metrics. 6. Regularly collect stakeholder feedback to assess success of efforts.
CREATE OPERATIONAL SUSTAINABILITY
GOAL #2: Proactively work to expand support for the mission of the GRWDB as evidenced by execution of these strategies.
<u>Strategies:</u> <ol style="list-style-type: none"> 1. Develop targeted and sustained advocacy efforts through the GRWDB, state association, and affiliated groups such as VEDA to key local and state lawmakers to educate and create awareness of impact of services and make specific needs/requests. 2. Develop alternative funding sources to bring in an additional \$500k/year by 2028 and set goals for each (grants, fee for service, capital campaign, local government funding, other).
IMPROVE OPERATIONAL EFFICIENCIES
GOAL #3: Identify and remove constraints and create efficiencies to increase staff capacity to develop programs and services that reflect current and future workforce needs.
<u>Strategies:</u> <ol style="list-style-type: none"> 1. Identify program assets across partner community. 2. Identify and reduce redundant services as identified in program mapping. 3. Automate functions and make use of AI.
BUILD PARTNERSHIPS
GOAL #4: Strengthen and enhance connections to partner organizations by building a platform of shared learning that creates mutual channels of communication, understanding, and engagement.
<u>Strategies:</u> <ol style="list-style-type: none"> 1. Implement a regularly scheduled and targeted communications program to partners that reinforces mission, shares information that support effective programming, moves toward consolidation of resources, reduces redundancies, and demonstrates results. 2. Recognize rural needs by involving rural constituents and policy makers in a meaningful way. 3. Initiate regular individual conversations with economic development partners. 4. Regularly connect with all partners. 5. Identify and cultivate relationships with partners that serve out-of-work populations.
FOCUS ON INNOVATION
GOAL #5: Identify and pursue new paths to workforce development.
<u>Strategies:</u> <ol style="list-style-type: none"> 1. Implement robust career pathway tool that is usable by all employers to inform regional industry needs and opportunities. 2. Implement sector strategy model with business partners and stakeholders. 3. Study the jobs, skills, and demands of the future workforce. 4. Identify new program concepts to meet the needs of the future workforce.

2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: virginiaworks.gov). [WIOA Sec. 108(b)(22)]

The Greater Roanoke Workforce Development Board's (GRWDB) Strategic Plan for July 2024 – June 2028 strongly supports the strategies outlined in Virginia's Combined State Plan for Program Years 2024–2027 by aligning with its vision for a unified, demand-driven workforce development system. One of the key shared priorities is the emphasis on sector strategies and career pathways. The GRWDB has committed to building sector strategies in manufacturing, healthcare, and infrastructure, using the U.S. Chamber of Commerce's Talent Pipeline Management (TPM) model. These efforts directly support the state's goal to strengthen employer-driven career pathways and close skill gaps in high-demand industries.

The GRWDB's plan also reinforces the Combined State Plan's call for greater system integration and service coordination across partners. GRWDB outlines detailed strategies for mapping regional assets, reducing redundant services, and strengthening communication among local partners through shared tools like the ATLAS system and performance dashboards. These actions echo the state's emphasis on breaking down silos and delivering services in a more collaborative, efficient manner. Additionally, the GRWDB's work to automate internal processes and adopt innovative technologies supports the state's goal to modernize and streamline service delivery.

Finally, the GRWDB's emphasis on data-driven decision-making and regular stakeholder engagement supports the state's goal to improve accountability and transparency in workforce development. The GRWDB plans to implement an annual performance dashboard, conduct quarterly labor market updates, and distribute targeted communications to stakeholders. This structured approach to measurement and outreach

ensures alignment with Virginia's broader goals of delivering responsive, result-oriented workforce services statewide.

2.3 Taking into account the analyses described in 1.1 through 2.2, describe a strategy to work with the entities that carry out the core programs to align resources available to the local area to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

A key strategy to align resources with the local board's strategic vision and goals is to establish a formalized regional coordination framework among all entities that carry out the core programs outlined in WIOA legislation, specifically Title I (Adult, Dislocated Worker, Youth), Title II (Adult Education and Family Literacy), Title III (Wagner-Peyser), and Title IV (Vocational Rehabilitation). This coordination would be structured through regularly scheduled cross-agency meetings facilitated by the GRWDB, such as the Greater Roanoke Workforce Partner Consortium, with a focus on shared planning, data-sharing, and joint service delivery initiatives.

Under this strategy, the GRWDB would develop a regional resource alignment plan that includes asset mapping, identification of service overlaps and gaps, and opportunities for integrated service delivery. This plan would be informed by real-time labor market data, community input, and performance outcomes. Each partner agency would contribute to this process by outlining the resources they can bring to the table to support shared goals like sector strategy implementation, and youth engagement.

Additionally, the GRWDB will continue to utilize and expand the use of co-enrollment and braided funding models, allowing individuals to access a more comprehensive suite of services across programs without duplication. By building strong communication channels, fostering shared accountability, and aligning both human and financial resources, the strategy ensures that core program partners work collaboratively toward the GRWDB's vision of a skilled and trained self-sufficient workforce.

2.4 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:

The GRWDB's strategic plan is built on a foundation of collaboration between public and private partners to support sector strategies, career pathways, and the development of career readiness skills. Through partnerships with employers, chambers of commerce, economic development agencies, and local governments, the GRWDB will leverage both public funds, such as the WIOA Title I program funding, and private sector engagement to ensure that workforce programs are aligned with regional labor market demands. Sector strategies in manufacturing, healthcare, and infrastructure are to be developed using the U.S. Chamber of Commerce's Talent Pipeline Management (TPM) model, ensuring that training programs reflect real-time employer needs and are supported by business-led partnerships.

To support career readiness and career pathway development, the GRWDB collaborates with community colleges, school systems, and nonprofit and community-based organizations to deliver education and training that prepares individuals for success in high-demand fields. Programs such as Career Quest and industry-specific boot camps blend public funding with private sponsorships and business involvement for job seekers. This integrated approach not only increases access to training and employment opportunities but also strengthens the pipeline of skilled talent available to meet the needs of local employers.

Regional vision for workforce development

The GRWDB's regional vision is that the region will have both a skilled and diverse talent pipeline for businesses and employment opportunities that provide self-sufficient wages that promote all-around success for the Roanoke Valley and Alleghany Highlands.

Protocols for planning workforce strategies that anticipate industry needs

Protocols for planning workforce strategies that anticipate industry needs in the Greater Roanoke region are designed through a proactive, collaborative process led by the GRWDB's Business Solutions Team. This team meets on a biweekly basis to discuss emerging trends, share insights gathered through partner outreach, and share connections about employers that have been met with and need workforce services. During these meetings, industry-specific needs are analyzed, and customized solutions, such as training partnerships, recruitment strategies, or other recruitment, training, and hiring programs are developed. The information gathered is then shared with the broader Regional Talent Development Consortium, which includes a wide network of partner agencies focused on connecting job seekers to employment opportunities.

When immediate hiring needs are identified, the Business Solutions Team can deploy targeted recruitment solutions, ranging from general outreach via the state labor exchange system, Virginia Workforce Connection, to tailored hiring events, either in-person or virtual. For more complex or specialized workforce needs, the Business Solutions Team collaborates to determine which partners are best positioned to respond, ensuring an efficient and coordinated effort. Oversight and coordination of these activities are led by the GRWDB's Business and Development Manager, who acts as a central point of contact and liaison with economic development partners.

Needs of incumbent and underemployed workers in the region

In the Greater Roanoke region, the needs of incumbent and underemployed workers are addressed through strong collaboration among workforce partners, businesses, and training providers. The Business Solutions Team, coordinated by the GRWDB, engages directly with employers in a consultative manner to identify skill gaps within their current

workforce and offers strategies to upskill incumbent workers. When applicable, WIOA Title I and other funding streams are leveraged to offset the cost of training, reducing the financial burden on employers while promoting internal career advancement opportunities for workers. GRWDB staff also maintain relationships with local community colleges, training providers, and industry experts to ensure responsive, high-quality upskilling solutions are available to meet business needs.

For underemployed individuals, the region's workforce programs, including the WIOA Title I programs, play a key role in helping participants assess their current skillsets, explore in-demand career pathways, and access short-term training, credentialing, or work-based learning opportunities that lead to higher wages and more sustainable employment. Business roundtables and employer convenings are held regularly to gather feedback on workforce challenges, including skill mismatches and barriers to advancement. This input informs training offerings and helps the regional workforce system respond with coordinated services that not only support business growth but also help workers move toward self-sufficiency and career growth.

Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships

The development of partners and guidelines for on-the-job training (OJT) and Registered Apprenticeships in the Greater Roanoke region is coordinated through the Business Solutions Team, which includes representatives from the GRWDB and Virginia Works, the administrator of the Registered Apprenticeship program in Virginia. These partners collaborate to identify employer needs, align available resources, and expand opportunities for work-based learning. The GRWDB maintains strong relationships with local school systems and Career and Technical Education (CTE) centers, supporting the

development of Youth Registered Apprenticeship models that allow high school students in their junior and senior years to gain part-time work experience aligned with classroom instruction. Upon graduation, these students continue in full-time roles and complete their Registered Apprenticeships within one to two years, providing a direct pathway to employment and long-term self-sufficiency.

OJT opportunities have expanded significantly across the region, with employers increasingly using “reverse referrals” to connect new hires to supportive services even if they did not enter through the traditional workforce system. This has proven especially valuable for upskilling individuals when short-term training is unavailable or when immediate, job-specific learning is needed. To ensure quality and consistency in service delivery, the region adheres to guidelines established in the regional Memorandum of Understanding (MOU), supported by Standard Operating Procedures in each Virginia Career Works Center. Oversight by the GRWDB’s One Stop Manager and competitively procured One Stop Operator ensures that service delivery meets established standards and can be adjusted based on evolving needs and feedback.

Setting of standards and metrics for operational delivery

The GRWDB sets standards and metrics for operational delivery through the regional Memorandum of Understanding (MOU), which outlines partner roles, shared responsibilities, and expectations for service quality and coordination. As the regional convener, the GRWDB leads efforts to align resources, reduce duplication, and promote collaboration among workforce, education, and community organizations. Standard Operating Procedures (SOPs) are in place at each Virginia Career Works Center to ensure consistent, effective, and equitable service delivery, monitored by the One Stop Manager and the competitively procured One Stop Operator. Performance is regularly reviewed through staff meetings,

partner coordination, and data reporting to ensure continuous improvement and alignment with regional goals.

Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system

Alignment of monetary and other resources in the Greater Roanoke region is achieved through strong collaboration among workforce partners under a regional Memorandum of Understanding (MOU), which outlines shared responsibilities, funding contributions, and coordinated service delivery. The GRWDB serves as the regional convener, working to reduce duplication, increase collaboration, and align both public and private resources to support workforce initiatives. This includes leveraging in-kind contributions, facility use, staffing support, and funding from non-MOU partners such as community-based organizations, faith-based groups, and private sector employers. The GRWDB also frequently collaborates on grant proposals and initiatives to bring additional resources into the region, ensuring a cohesive system that maximizes impact for businesses, job seekers, and the broader community.

Generation of new sources of funding to support workforce development in the region

The GRWDB actively works to generate new sources of funding by fostering a collaborative approach among regional partners, encouraging joint efforts on grant applications and private funding opportunities that support workforce development. Partners regularly share funding leads and coordinate to ensure the organization best equipped to manage the opportunity takes the lead, with others offering support or sub-partnerships as appropriate. This collaborative funding strategy not only increases access to new resources but also reinforces the GRWDB's role as the regional convener. Additionally, the GRWDB engages with local governments to demonstrate the value of workforce

development efforts, resulting in direct financial contributions from half of the region's eight localities, with ongoing efforts to secure funding from the remainder.

Section 3: Local Area Partnerships and Investment Strategies

3.1 Provide a description of the workforce development system in the local area that identifies:

The regional workforce system is made up of partners in the region that are not only core and required partners under the WIOA legislation, but also other local partners that have niche services to offer and contribute toward the success of job seekers and businesses in the Roanoke Valley and Alleghany Highlands.

The programs that are included in that system

Table 17 below details the key partners in the Greater Roanoke workforce development system that contribute toward the success of services delivery to both job seekers and businesses.

Table 17 – Greater Roanoke Workforce System Partners

Core & Mandated Partners	
Workforce Program	Partner Organization
WIOA Title I Adult	Greater Roanoke Workforce Development Board
WIOA Title I Dislocated Worker	Greater Roanoke Workforce Development Board
WIOA Title I Youth	Greater Roanoke Workforce Development Board
WIOA Title II Adult Education	Roanoke Valley Alleghany Region 5 Adult Education West Piedmont Adult and Career Education
WIOA Title III Wagner-Peyser	Virginia Works
Title IV Vocational Rehabilitation	Virginia Department for Aging and Rehabilitative Services Virginia Department for Blind and Visually Impaired
Carl D. Perkins	Virginia Western Community College Mountain Gateway Community College
FastForward	Virginia Western Community College Mountain Gateway Community College
G3 Program	Virginia Western Community College Mountain Gateway Community College
Housing & Urban Development (HUD) Employment & Training	Roanoke Redevelopment Housing Authority
Job Corps	Blue Ridge Job Corps Center
Jobs for Veterans State Grants	Virginia Works
Virginia Cares (Community Service Block Grant)	Total Action for Progress (TAP)

Project Discovery (Community Service Block Grant)	Total Action for Progress (TAP)
Women Initiating New Growth (WINGS) (Community Service Block Grant)	Total Action for Progress (TAP)
Temporary Assistance for Needy Families (TANF)	Alleghany/Covington Department of Social Services Botetourt County Department of Social Services Craig County Department of Social Services Franklin County Department of Social Services Roanoke City Department of Social Services Roanoke County/Salem Department of Social Services
Senior Community Service Employment Program (SCSEP)	Goodwill Industries of the Valleys
Registered Apprenticeship	Virginia Works
Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)	Roanoke County/Salem Department of Social Services Roanoke City Department of Social Services
Project Discovery	STEP, Inc.
Reemployment Services and Eligibility Assessment (RESEA)	Virginia Works
Trade Adjustment Act	Virginia Works
Unemployment Insurance	Virginia Employment Commission
Economic Development Partners	
Alleghany Highlands Economic Development Corporation	Botetourt County Department of Economic Development
Franklin County Department of Economic Development	Roanoke City Department of Economic Development
Roanoke County Department of Economic Development	Salem City Department of Economic Development
Roanoke Regional Partnership	Virginia Economic Development Partnership
Chambers of Commerce	
Roanoke Regional Chamber of Commerce	Botetourt Chamber of Commerce
Smith Mountain Lake Chamber of Commerce	Vinton Chamber of Commerce
Alleghany Highlands Chamber of Commerce	Roanoke-Salem Chamber of Commerce
Community Partners	
Commonwealth Catholic Charities	Covington Redevelopment Housing Authority
United Way of Virginia's Blue Ridge	Blue Ridge Independent Living Center
Roanoke Regional Small Business Development Center	Alleghany Highlands Community Services Board
Roanoke City/Alleghany Health Department	United Way Roanoke Valley
Virginia's Blue Ridge	Bank of Botetourt
Freedom First Credit Union	RIDE Solutions
Roanoke Valley Alleghany Regional Commission	Blue Ridge Literacy

How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006

The GRWDB works closely with the entities carrying out core programs and other workforce development initiatives to ensure coordinated, streamlined service delivery across the region. This includes strong partnerships with Title II Adult Education providers, Title III Wagner-Peyser and Employment Services providers, and Title IV Vocational Rehabilitation organizations. Regular communication, shared planning, and collaborative service delivery strategies are facilitated through the regional MOU, the Greater Roanoke Workforce Partner Consortium and the Business Solutions Team.

To support alignment with programs of study under the Carl D. Perkins Career and Technical Education Act, the GRWDB collaborates with local K-12 school divisions, career and technical education (CTE) centers, and the community colleges in the region, Virginia Western Community College and Mountain Gateway Community College. These partnerships help align workforce services with CTE pathways, ensuring students and job seekers have access to programs that lead to industry-recognized credentials and employment in high-demand fields. The GRWDB supports joint planning efforts with Perkins-funded entities, including the review and approval of all Perkins plans submitted in the region, participates in business advisory councils, and helps facilitate career exploration, work-based learning, and dual-enrollment opportunities.

How the local board coordinates and interacts with Chief Elected Officials
[WIOA Sec. 108(b)(2)]

The Greater Roanoke Workforce Development Board (GRWDB) maintains a strong and collaborative relationship with the region's Chief Elected Officials (CEOs), who play a vital role in the governance and oversight of the local workforce system. The GRWDB is

accountable to the Chief Local Elected Officials Consortium, which is composed of representatives from each of the eight localities within the Greater Roanoke region. This Consortium is responsible for appointing members to the Board, approving the local workforce plan, designating the local grant recipient and fiscal agent, and providing input on strategic priorities, as well as other duties that are outlined in WIOA legislation.

The Executive Director also ensures that updates are provided to each of the locally elected official bodies for the localities on an annual basis. These presentations and updates include labor market data, performance reports, and funding updates to ensure transparency and informed decision-making. This close collaboration ensures that workforce development efforts are responsive to local needs and that public resources are used effectively to support economic growth and talent development in the region.

3.2 Describe strategies and services that will be used in the local area to:

Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs

The GRWDB employs a variety of strategies and services to facilitate meaningful engagement with employers, particularly small businesses and those in in-demand sectors such as manufacturing, healthcare, and infrastructure. A central component of this effort is the Business Solutions Team, a cross-agency group that meets biweekly to share insights, identify employer needs, and develop customized workforce solutions. This team operates using a consultative, no-wrong-door approach that allows employers to easily access a broad range of services including recruitment assistance, hiring events, labor market data, and work-based learning opportunities.

To ensure that small employers and businesses in priority sectors are supported, the GRWDB emphasizes flexible, employer-driven services such as on-the-job training (OJT),

incumbent worker training, internships, and Registered Apprenticeships. The GRWDB also uses reverse referrals, which allow businesses to refer new hires who may be eligible for WIOA Title I support, helping employers with upskilling talent while minimizing onboarding costs. Employer input is further gathered through business roundtables, sector strategy meetings, and advisory councils coordinated with education and economic development partners. These strategies not only strengthen relationships with local businesses but also ensure that workforce programs remain responsive to the evolving needs of the region's employers.

Support a local workforce development system that meets the needs of businesses in the local area

To support a local workforce development system that meets the needs of businesses in the Greater Roanoke region, the GRWDB employs a business-driven, data-informed approach that emphasizes collaboration, responsiveness, and flexibility. The GRWDB coordinates closely with economic development partners, industry leaders, education providers, and workforce system partners to ensure that workforce programs align with current and projected business needs. Through the Business Solutions Team, the region provides employers with a single point of contact and a consultative service model that streamlines access to recruitment assistance, labor market data, work-based learning options, and training resources.

Key strategies include the development and implementation of sector strategies in high-demand industries—such as manufacturing, healthcare, and infrastructure—using models like Talent Pipeline Management (TPM) to align talent development with employer needs. The region also supports on-the-job training, incumbent worker training, and Registered Apprenticeships, which provide businesses with practical, cost-effective solutions

for filling skill gaps. Engagement activities such as business roundtables, job fairs, and customized hiring events further connect employers with qualified job seekers. By leveraging partnerships, shared resources, and continuous employer feedback, the GRWDB ensures that the local workforce development system is adaptive and well-positioned to support business growth and economic vitality across the region.

Better coordinate workforce development programs and economic development

The GRWDB employs several strategies to strengthen coordination between workforce development programs and economic development efforts, ensuring that talent development aligns with the region's economic growth priorities. A key strategy is the active engagement of economic development partners, such as the Roanoke Regional Partnership, local economic development offices, and the Virginia Economic Development Partnership, in the Business Solutions Team, which meets biweekly to share business intelligence, address employer needs, and develop joint strategies to support both new and expanding businesses. The Executive Director is also responsible for meeting regularly with each local economic development office to share insight into workforce needs, adjust strategies based on feedback aligned with economic development priorities, and ensure that each locality is included in discussions and program design.

The GRWDB also works collaboratively with economic development entities during business attraction and expansion efforts, providing real-time labor market data, talent pipeline assessments, and workforce service planning to support investment decisions. Joint participation in site visits, prospect meetings, and regional planning sessions ensures alignment in messaging, goals, and service delivery. Additionally, through shared initiatives such as sector strategies and career pathway development, both workforce and economic development partners collaborate to build the skills and credentials needed in high-growth

industries. By embedding workforce expertise into economic development conversations and planning processes, the GRWDB helps ensure that talent availability remains a competitive advantage for the region.

Strengthen linkages between the one-stop delivery system and unemployment insurance programs

The GRWDB works closely with the Virginia Employment Commission (VEC) to strengthen linkages between the one-stop delivery system and unemployment insurance (UI) programs. With the consolidation of workforce programming at the state level, and the Title III Wagner-Peyser programs moving to the new Virginia Department of Workforce Development and Advancement (Virginia Works), this has eliminated VEC staff from the Virginia Career Works Centers in the region. Virginia Works staff can provide meaningful assistance with unemployment insurance to job seekers. Virginia Works staff the Resource Room in each of the Virginia Career Works Centers in the region and can answer questions regarding filing new claims, managing existing claims, or connecting them with additional assistance from the VEC for more extensive claim questions.

Additionally, the region ensures that individuals receiving unemployment insurance are actively connected to reemployment services, such as job search assistance, resume development, labor market information, and training opportunities through WIOA Title I programs. While individuals may visit the Virginia Career Works Centers for unemployment insurance questions initially, Virginia Works and other workforce partners are focused on connecting the individual with the appropriate job services to hopefully reduce the time that unemployment insurance is needed. Through coordinated case management, unemployed individuals are assessed for eligibility for other workforce programs and referred as appropriate to services that support rapid reentry into the workforce.

3.3 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. [WIOA Sec. 108(b)(22)]

The GRWDB follows the guidance set forth by the Governor, in alignment with the WIOA regulations, to ensure that priority for WIOA Title I Adult career and training services is given to recipients of public assistance, other low-income individuals, and/or individuals who are basic skills deficient. This priority of service is formally outlined in the [Priority of Service](#) policy for the GRWDB and reinforced through ongoing communication and training for Virginia Career Works Center staff and program partners.

The GRWDB provides directions to the One-Stop Operator and other key One Stop staff, including partner leadership, to ensure that eligibility and intake processes include clear assessment tools to identify individuals who meet priority criteria. Staff are trained to document and apply the priority of service policy consistently and equitably. Additionally, the GRWDB reviews participant data and enrollment trends regularly to monitor compliance with priority requirements. Through these efforts, the GRWDB ensures that individuals with the greatest barriers to employment have prioritized access to services that support their skill development, career advancement, and long-term self-sufficiency.

3.4 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and micro enterprise services. [WIOA Sec. 108(b)(5)]

The GRWDB coordinates closely with economic development partners across the region to ensure that workforce activities align with regional economic development goals and support business growth and job creation. Through regular engagement with organizations such as the Roanoke Regional Partnership, local economic development

offices, and the Virginia Economic Development Partnership, the GRWDB provides labor market data, talent pipeline insights, and customized workforce solutions that support business attraction, expansion, and retention efforts.

Workforce and economic development partners jointly participate in the Business Solutions Team and other regional planning efforts to identify shared priorities, particularly in high-growth sectors like healthcare, manufacturing, and infrastructure. The GRWDB also promotes entrepreneurial skills training and micro-enterprise services by collaborating with the Roanoke Regional Small Business Development Center, chambers of commerce, and community colleges to connect aspiring entrepreneurs with training, mentorship, and access to capital. These efforts help foster a stronger entrepreneurial ecosystem, support self-employment opportunities, and diversify the regional economy, ensuring that the workforce development system supports not only job seekers and employers, but also future business owners and innovators.

3.5 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The GRWDB coordinates closely with both secondary and postsecondary education partners to align education and workforce activities, ensuring strategies are integrated, services are enhanced, and duplication is minimized. This coordination includes partnerships with local K-12 school divisions, Career and Technical Education (CTE) programs and Centers, and with the two community colleges in the region, Virginia Western Community College and Mountain Gateway Community College. Through regular engagement, including participation in advisory councils, career pathway planning, and sector strategy development, the GRWDB works with educators to ensure that curricula align with regional labor market needs and support students' transitions from education to

employment. The GRWDB also coordinates with other higher education institutions including the Roanoke Higher Education Center, Ferrum College, Radford Carilion University, Virginia Tech, Hollins College, and Roanoke College to outline career pathways for job seekers and connect employers with relevant talent.

The GRWDB also collaborates with education partners to support integrated education and training (IET) models, particularly for out-of-school youth and adult learners, that combine basic skills instruction with occupational training. By sharing labor market information, coordinating program delivery, and supporting shared goals through strategic planning and co-enrollment strategies, the GRWDB ensures that education and workforce systems work in tandem to prepare individuals for success in high-demand careers while maximizing the impact of available resources.

3.6 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services. [WIOA Sec. 108(b)(22)]

The GRWDB collaborates closely with its regional community colleges, Virginia Western Community College and Mountain Gateway Community College, to plan and deliver workforce and training services that are responsive to the needs of both job seekers and employers. These institutions serve as active partners in the local workforce system and participate in key initiatives such as sector strategies, career pathway development, and the delivery of short-term training and credentialing programs aligned with in-demand occupations.

The GRWDB works with community college leadership and Business Advisory Councils to ensure training programs are informed by real-time labor market data and employer feedback. Regular communication allows for joint planning of new program offerings, coordination of funding through WIOA Title I and state-funded initiatives like

FastForward and G3, and support for co-enrolled participants. Community colleges also play a key role in delivering integrated education and training models for adult learners and youth, and work with the GRWDB on expanding work-based learning opportunities such as internships, apprenticeships, and employer-sponsored training. This partnership ensures that workforce training remains aligned with regional economic priorities while offering accessible, flexible options for individuals to build skills and advance their careers.

3.7 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

The GRWDB coordinates workforce investment activities with transportation providers and supportive service partners to ensure that individuals can access employment and training opportunities without barriers. Recognizing that transportation is one of the most common obstacles to workforce participation, the GRWDB includes transportation assistance as a key component of its supportive services policy. This includes providing mileage reimbursement, bus passes, and ride assistance through local transit systems and partner organizations.

The GRWDB maintains strong relationships with regional transportation providers, such as Valley Metro and local government transportation departments, to identify service gaps and explore opportunities for improved access to training sites, and Virginia Career Works Centers. With the move of the Virginia Career Works – Roanoke Center to Downtown Roanoke, this has greatly increased access for job seekers that rely on public transportation, due to its proximity with the central bus station for the region. Additionally, workforce staff are trained to assess each participant's needs during intake and enrollment, ensuring timely referrals to supportive services such as childcare, housing, and health services, in addition to transportation.

3.8 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

The GRWDB ensures strong coordination between services provided under the Wagner-Peyser Act and those offered through the local one-stop delivery system to enhance efficiency, improve service delivery, and avoid duplication. Staff from Virginia Works, which administers Wagner-Peyser services, are co-located within the Virginia Career Works Centers and actively participate in the delivery of basic career services such as job search assistance, resume writing support, career counseling, and labor market information through the staffing of the Resource Rooms. This integration ensures that customers have access to a seamless set of services regardless of the program through which they enter the system.

The GRWDB works closely with Virginia Works and other partners through regular meetings, shared service protocols, and the implementation of Standard Operating Procedures (SOPs) at the Virginia Career Works Centers that clearly define staff roles, responsibilities, and referral processes. Cross training among partner staff ensures that all team members are informed about available services and can make effective, coordinated referrals. A monthly all-staff meeting is held at each of the Virginia Career Works Centers to ensure that announcements are shared with all staff that include new program offerings, changes in service delivery, items that affect day-to-day operations, and upcoming professional development opportunities. The One Stop Manager manages the day-to-day operations and works with the One Stop Operator to ensure that Wagner-Peyser and WIOA Title I services are aligned, complementary, and responsive to both job seeker and employer needs.

3.9 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

The GRWDB coordinates workforce activities with adult education and literacy providers to ensure individuals have access to the foundational skills needed to succeed in training, employment, and career advancement. The GRWDB partners closely with Roanoke Valley – Alleghany Region 5 Adult Education and West Piedmont Adult and Career Education (Region 12) to offer services such as GED preparation, English language acquisition, basic skills instruction, and integrated education and training (IET) programs. These services are offered on-site at Virginia Career Works Centers and in community-based settings to ensure broad access.

To support alignment and quality assurance, the GRWDB participates in the review and evaluation of local adult education and literacy provider applications in accordance with WIOA Section 231 requirements. The Board uses established criteria—developed in collaboration with the Virginia Department of Education—to assess applications based on how well proposed programs align with regional workforce priorities, meet the needs of individuals with barriers to employment, and demonstrate the capacity to deliver measurable outcomes. This review process ensures that adult education programs are closely tied to the local workforce system, support career pathway development, and effectively prepare individuals for further training and employment opportunities.

3.10 Describe how the local plan shall:

Specify the policies and protocols to be followed by all the region's workforce development entities when engaging the region's employers

One of the key roles of the GRWDB is the oversight and management of business services processes in the Greater Roanoke region, as outlined in federal and state policy.

The GRWDB maintains a regional Business Services Plan to guide all workforce development entities in the region when engaging with employers to promote the services of the public workforce system. These guidelines are designed to ensure a coordinated, business-centered approach that provides consistent, efficient, and high-quality services while avoiding duplication of effort among partners. Central to this approach is the Business Solutions Team, which includes representatives from the GRWDB, Virginia Works, economic development organizations, education partners, and other workforce programs. This team meets biweekly to share employer contacts, discuss workforce needs, and develop joint strategies to support business engagement.

All partners follow a “no wrong door” protocol, meaning any partner that engages with an employer represents the entire workforce system and is responsible for making appropriate referrals or coordinating with other partners to meet the employer’s needs. The GRWDB, through its Business and Development Manager, serves as a central point of contact for coordinated employer engagement efforts. This position facilitates communication, shares labor market information, and ensures that all partners are informed of ongoing and planned employer interactions. Additionally, partners are expected to track employer engagement activities and outcomes using shared tools and systems, to support transparency, collaboration, and performance reporting across the region.

Address how the region’s workforce entities will involve employers in the formation of new workforce development activities

The GRWDB ensures that employers play a central role in the formation of new workforce development activities by engaging them throughout the planning, design, and implementation processes. Employer input is gathered through several key mechanisms, including sector strategy meetings, business roundtables, advisory councils connected to

local community colleges, and regular interactions through the Business Solutions Team. These forums allow employers to share current workforce challenges, emerging skill needs, and feedback on existing services.

When new workforce initiatives are proposed, the GRWDB and its partners seek direct employer involvement to validate labor market data, shape program content, and ensure alignment with industry expectations. For example, employers help inform curriculum development for short-term training programs and contribute to the design of work-based learning opportunities such as internships, apprenticeships, and on-the-job training. The GRWDB also utilizes tools like the Talent Pipeline Management (TPM) model to structure employer engagement around skills-based demand planning. This collaborative approach ensures that new workforce development activities are employer-informed, targeted to in-demand occupations, and structured to produce a pipeline of job-ready talent for the region's key industries.

Identify what activities will be undertaken to address employers' specific workforce needs [WIOA Sec. 108(b)(22)]

The GRWDB takes a proactive, collaborative approach to identifying and addressing employers' specific workforce needs across the region. Through the Business Solutions Team, which meets biweekly, GRWDB staff and partner organizations regularly engage with employers to discuss current challenges, forecast hiring needs, and gather feedback on workforce trends. This team uses a consultative model to develop tailored solutions, including customized recruitment strategies, work-based learning opportunities, and access to training resources.

Key activities undertaken to meet employer needs include the coordination of hiring events (in-person and virtual), on-the-job training (OJT) programs, Registered

Apprenticeships, and incumbent worker training to upskill current employees. When immediate talent gaps are identified, workforce staff work with training providers to design short-term, employer-informed training programs aligned with industry standards. The GRWDB also partners with economic development organizations and education providers to ensure that employer needs are factored into long-term talent pipeline strategies, including curriculum development and career pathway planning. These efforts ensure that the local workforce system remains responsive and agile in meeting the evolving demands of businesses across all sectors.

Section 4: Program Design and Evaluation

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The Greater Roanoke Workforce Development Board (GRWDB), in collaboration with core program partners, is committed to expanding access to employment, training, education, and supportive services for all eligible individuals, especially those with barriers to employment. Through the Virginia Career Works Centers, the region provides a no-wrong-door approach, ensuring that job seekers can access services regardless of their point of entry into the system. Staff are cross trained across programs to provide consistent information, make seamless referrals, and deliver integrated case management to support individualized goals.

To reach and serve individuals with barriers, such as low income, limited English proficiency, disabilities, lack of a high school diploma, or justice involvement, the GRWDB leverages partnerships with organizations such as Adult Education providers, the Department for Aging and Rehabilitative Services (DARS), community colleges, and local

human service agencies. These partnerships ensure access to wraparound services including childcare, transportation assistance, housing support, and mental health services. The GRWDB also uses technology and virtual platforms to increase accessibility for rural residents and those with mobility or scheduling challenges. Additionally, programs such as co-enrollment between WIOA Title I and Title II, integrated education and training (IET) models, and work-based learning options like paid internships and OJT provide flexible pathways for participants to gain the skills and experience needed for long-term employment success.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions, to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]

The GRWDB actively facilitates the development of career pathways by working closely with employers, education providers, and workforce partners to ensure that training and employment activities align with regional labor market needs and lead to recognized postsecondary credentials. These career pathways are designed to provide multiple entry and exit points for individuals at various skill and education levels, allowing for progressive advancement through portable, stackable, and industry-recognized credentials.

To support this, the GRWDB partners with Virginia Western Community College, Mountain Gateway Community College, local school divisions and CTE programs, and adult education providers to align curriculum with high-demand occupations in key sectors such as healthcare, manufacturing, and infrastructure. Career pathways incorporate Integrated Education and Training (IET) models, apprenticeships, on-the-job training, and short-term credentialing programs funded through WIOA Title I and other sources like FastForward and G3. The GRWDB also ensures that these pathways are supported by wraparound services

and career navigation assistance to remove barriers and promote retention. Labor market data, employer feedback, and regional sector strategies are used to continuously evaluate and refine career pathways, ensuring they remain relevant, accessible, and effective in helping individuals achieve self-sufficiency and long-term career growth.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The Greater Roanoke Workforce Development Board (GRWDB) promotes the use of co-enrollment across WIOA core programs as a strategic tool to maximize efficiency, leverage resources, and provide comprehensive support to individuals with diverse needs. Co-enrollment allows eligible participants to access a broader array of services by being simultaneously enrolled in multiple programs, such as WIOA Title I Adult, Dislocated Worker, or Youth; Title II Adult Education; Title III Wagner-Peyser; and Title IV Vocational Rehabilitation, based on their individual circumstances and goals.

GRWDB staff and partner organizations work collaboratively to identify opportunities for co-enrollment during the intake and assessment process. Shared case management practices, standardized referral procedures, and use of the Virginia Workforce Connection (VaWC) system ensure that services are well-coordinated and avoid duplication. For example, a participant may receive occupational skills training through WIOA Title I while also receiving basic skills instruction through Title II, or job search assistance through Wagner-Peyser. This approach not only improves participant outcomes but also increases cost-effectiveness by aligning funding streams and leveraging the strengths of each program. Regular cross-training and communication among partners further support the successful implementation of co-enrollment strategies throughout the region.

4.4 Describe one-stop delivery system in the local area, including:

The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

The GRWDB oversees a collaborative one-stop delivery system through the Virginia Career Works Centers in Roanoke and Covington and with the designation of Outpost Locations for itinerant services. These locations serve as access points for a full range of employment, training, and supportive services offered by WIOA core partners and other workforce development programs. To ensure continuous improvement of service delivery and alignment with the needs of local employers, workers, and jobseekers, the GRWDB provides ongoing oversight, monitoring, and performance evaluation of the system.

Continuous improvement is driven by workforce performance metrics standardized at the federal and state level, customer satisfaction feedback, regular staff training, and partner collaboration meetings. The GRWDB uses these tools to assess effectiveness, identify best practices, and address areas for improvement. Partners are expected to tailor services to meet regional labor market demands, as identified through labor market data and direct employer input gathered by the Business Solutions Team. Additionally, the One-Stop Operator, under the direction of the GRWDB, facilitates coordination among partners, ensures accountability, and supports efforts to improve service integration and responsiveness. This system-wide approach ensures that providers deliver high-quality, employer-aligned services that support both the workforce and the economic development goals of the region.

How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

The GRWDB is committed to ensuring broad and increased access to services offered through the one-stop delivery system, including for individuals in remote, rural, or underserved areas. To achieve this, the GRWDB leverages a blended service delivery model that combines in-person support at Virginia Career Works Centers with virtual services and technology-based solutions. These include the use of platforms like Zoom, Microsoft Teams, Facetime, and text messaging, as well as phone consultations, to provide career guidance, case management, training referrals, and workshops.

The GRWDB also utilizes online tools such as the Virginia Workforce Connection (VaWC) and other partner tools, such as Goodwill Industries of the Valley's *My Career Advisor* tool, to enable jobseekers to search for jobs, access labor market information, and explore career pathways anytime, from any location. In addition, the region provides access to mobile computer labs, virtual reality career exploration tools, and off-site service delivery at Outpost Locations through partnerships with libraries, community centers, and schools to reach individuals in outlying areas. These strategies are designed to reduce transportation barriers and increase flexibility for those with limited access to physical centers. By using technology alongside strategic community partnerships, the GRWDB ensures that all individuals, regardless of location, have meaningful access to workforce services.

How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

Entities within the Greater Roanoke region's one-stop delivery system, including the One-Stop Operator and all partners, are fully committed to complying with WIOA Section 188 and the Americans with Disabilities Act (ADA) of 1990, ensuring both physical and

programmatic accessibility for individuals with disabilities. All Virginia Career Works Centers in the region are ADA-compliant, with accessible entrances, restrooms, and workspaces, as well as assistive technologies such as screen readers, video relay services, and adaptive keyboards available for customer use. The regional MOU also has a provision that all partners commit to complying with the above-named federal legislation.

To ensure meaningful access to programs, services, and information, the GRWDB supports ongoing staff training on disability awareness, accommodations, and inclusive service delivery. This training is provided in collaboration with partners such as the Department for Aging and Rehabilitative Services (DARS), which also offers technical assistance and consultation on accessibility and accommodations. Materials and digital resources are made available in alternative formats upon request, and interpretation services are offered through resources like the Propio Language Line and Video Relay services to assist individuals with communication needs.

Annual accessibility assessments and Equal Opportunity reviews are conducted at the Virginia Career Works Center locations to monitor compliance and identify opportunities for improvement. This review is completed by compliance monitoring staff at Virginia Works. Additionally, the One-Stop Operator is responsible for ensuring that all partner programs and service providers maintain accessibility standards and collaborate to provide coordinated, inclusive services. These efforts reflect the region's commitment to ensuring that individuals with disabilities receive equitable, barrier-free access to all workforce development services.

Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]

All required core partners outlined in WIOA legislation and at the Virginia Career Works Centers in the region sign and commit to a regional Memorandum of Understanding

(MOU) that outlines the services as well as the financial contributions that each partner will provide toward the operations of the Virginia Career Works Centers (Infrastructure Funding Agreements). In addition to these formal contributions, partners also participate in other functions of the Virginia Career Works Centers such as the Business Solutions Team, Management Teams, staff meetings, hiring events, rapid response events, and other special projects.

Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

The GRWDB currently utilizes an intake form through the technology platform, JotForm, that allows customers to sign-in and provide basic demographic information, their initial reason for visiting the Virginia Career Works Centers, and identification of any priority of service information. The GRWDB, along with Virginia Works staff, also actively uses the Virginia Workforce Connection (VaWC), the state's case management and labor exchange system, which serves as the primary platform for managing customer data, service delivery, and performance tracking across WIOA Title I, and Title III (Wagner-Peyser).

To further streamline integration, the GRWDB is implementing a referral system through the ATLAS platform that will provide performance outcome and tracking for referrals made between workforce system partners. The GRWDB is also developing a data dashboard as part of the strategic planning efforts to support real-time data and labor market information on key regional aspects being available to stakeholders and customers. This data dashboard will be developed in partnership with the Roanoke Valley Alleghany Regional Commission, to capitalize on their expertise with data collection and analysis. As the system continues to evolve, the GRWDB is committed to aligning technology efforts with the goals of

improving customer experience, reducing duplication of effort, and enhancing service coordination among one-stop partners.

Describe the services provided by each partner mandated by federal and state law, and other optional partners. [WIOA Sec. 108(b)(22)]

All services that are provided by the partners in the Greater Roanoke regional workforce development system are detailed in the Memorandum of Understanding (MOU) that is signed by all core, required, and mandated partners. This MOU also includes additional partners that are critical to the mission of the local workforce development system. The attachments to the MOU detail all programs and services that are provided by the partner entity.

Identify the Virginia Workforce Center Operator for each site in the local area. [WIOA Sec. 108(b)(22)]

The GRWDB has competitively procured a One Stop Operator for the region, which is ProjectNow LLC. ProjectNow LLC works directly with the One Stop Manager to ensure comprehensive service delivery takes place in all Virginia Career Works Centers. The One Stop Operator also convenes the Greater Roanoke Workforce Partnership Consortium.

Identify the physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned). [WIOA Sec. 108(b)(22)]

There is one Comprehensive American Job Center location in the region, known under the statewide branding as Virginia Career Works Centers. The Virginia Career Works – Roanoke Center located at 707 S. Jefferson Street, 3rd Floor, Roanoke, VA 24011 and is located within the City of Roanoke. This is the only comprehensive American Job Center in the region and is co-located with Virginia Works staff that operate Title III Wagner Peyser programs. This facility also has staff co-located from the GRWDB (Roanoke Valley Alleghany

Region 5 Adult Education (Title II), the Department for Aging and Rehabilitative Services (Vocational Rehabilitation), Virginia Western Community College (Carl D. Perkins), Goodwill Industries of the Valleys (Senior Community Services Employment Program – Title V), Total Action for Progress (OnRamp and CSBG), Roanoke City Department of Social Services (TANF/VIEW), and additional staff from Virginia Works (Registered Apprenticeship, RESEA, Trade, JVSG) co-located on-site.

If applicable, identify the locations of Virginia Career Works affiliated sites, partner sites, or specialized centers. [WIOA Sec. 108(b)(22)]

There is one affiliate American Job Center location in the region, known under the statewide branding as Virginia Career Works Centers. The Virginia Career Works – Covington Center located at 106 N. Maple Avenue, Covington, VA 24426 in the City of Covington. This is the only affiliate American Job Center in the region and is co-located with Virginia Works staff that operate Title III Wagner Peyser programs. This site is managed day-to-day by the Local Manager of Virginia Works and is currently a state-owned property. There are no other full-time partners that are currently co-located within the building. However, there is access to all core and required partners, as well as those additional partners to the Memorandum of Understanding (MOU), as staff have been cross trained to understand all programs available and know how to contact other program staff for referrals and co-enrollment.

The “Outpost Locations” that are being developed for the region will not be considered American Job Center locations but will be itinerant spots used for outreach to target rural and underserved populations at locations that are convenient and accessible. Locations such as libraries, Departments of Social Services offices, public housing units, community centers, and post-secondary facilities are some of the locations that have expressed interest in having services on an itinerant basis. The locations will be coordinated

by the GRWDB but will have investment of time and effort from all partners and will be advertised to the community using a monthly calendar and schedule of events. This will be housed on the GRWDB's website as well as shared with all workforce and community partners and posted on social media.

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

The GRWDB and the CLEO Consortium have an approved policy relating to the issuance of Individual Training Accounts (ITA) for participants which also includes limitations on spending per participant related to their interest and time-period of enrollment. The policy can be found here: [Individual Training Accounts Policy](#). Should there be instances during the program year that limited funding is available for training activities, the GRWDB and CLEO Consortium may institute a Limited Funding Policy that further clarifies additional restrictions or priorities of service to provide funding to participants for individualized and training services.

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

All participants in the WIOA Title I programs are instructed that training and education program enrollment is at the discretion of customer choice, however, it is the front-line staff and Career Coaches responsibility to provide information to the participant so that they can make an informed decision. Participants of the WIOA Title I programs provide information to Career Coaches that shows their interests in terms of career pathways and employment. It is the responsibility of the Career Coach to outline the training, education, and skills needed to obtain occupations in or along the career pathway, as well as the training providers and their locations that are included on the Eligible Training Providers List (ETPL). This information

that is shared regarding the training providers also includes performance of programs, including successful completions, successful attainment of credentials by students, etc.

When participants of the WIOA Title I programs have made their final decision of what program to enroll in, the participant signs a Training Policy and Selection form that signifies they understand the training is their choice.

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

As a part of approving this local plan, the GRWDB and CLEO Consortium set forth the target industries and in-demand occupations that will be supported by the GRWDB with funding through the WIOA Title I programs. All Career Coaches and front-line staff that provide services through the WIOA Title I programs are trained on the target sectors and in-demand occupations listed in this local plan, as well as provided a list of the top occupations in those industries. In addition, all staff to the GRWDB, after one year of employment, are supported to complete their Certified Workforce Development Professional (CWDP) education and become certified through the National Association of Workforce Development Professionals (NAWDP). This training provides key information on career pathways and the benefit of steering participants toward target industries and in-demand occupations.

If a participant is demonstrating or expressing a need to relocate to another area, the Career Coaches or front-line staff would provide information related to demand industries and high-demand occupations based on labor market information. This information is gathered through use of the statewide labor market information (www.virginiaworks.com) or is gathered through the GRWDB's JobsEQ tool, a real-time economic modeling system created and managed by Chmura Economics.

***4.8 Describe how rapid response activities are coordinated and carried out in the local area.
[WIOA Sec. 108(b)(8)]***

Rapid Response activities are coordinated at the state level through Virginia Works and as per federal law, coordinate activities at the local level with the GRWDB. The Rapid Response Coordinator employed through Virginia Works that is assigned to the Greater Roanoke region, works directly with the Executive Director and the Business and Development Manager to coordinate a plan for services to businesses that are facing reductions in force or closure. Should the business contact the Business and Development Manager first, this staff will connect with the Rapid Response Coordinator to begin discussing a coordinated effort for services. The Rapid Response Coordinator is responsible for reaching out to the business but will ensure that this is done in coordination with the Business and Development Manager. Due to relationships already established in the region, the Business and Development Manager may have a connection directly or through economic development to make the introduction of Rapid Response services most approachable. The Business Solutions Team is also informed of the impending reduction-in-force or closure, to create a plan of how to serve the business and the affected employees. A management briefing may be scheduled with the business and include the Rapid Response Coordinator and the Business and Development Manager and/or Executive Director to evaluate the needs of the company and discuss the process for assisting employees. Services that are offered to the business and the affected employees may include, but are not limited to job search assistance, labor market information, career exploration services, resume preparation, interviewing techniques and mock interviewing, hiring events and career fairs for employees, counseling services, including financial counseling, and referrals to training programs and supportive services.

Section 5: Compliance

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs. [WIOA Sec. 108(b)(22)]

The GRWDB fulfills its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs through a structured and multi-layered accountability framework. The GRWDB uses a third-party monitor under contract that conducts monitoring of program performance, fiscal management, and service delivery to ensure compliance with WIOA regulations and local policies. This includes monitoring subrecipients and service providers for adherence to contractual obligations, programmatic goals, and participant outcomes. When deficiencies are identified, the third-party monitor issues corrective action plans to the GRWDB and provides technical assistance to support continuous improvement.

In addition to this oversight, the GRWDB is monitored twice annually by the City of Roanoke, the region's Grant Recipient, to ensure proper financial and programmatic administration. A formal report is received from the City of Roanoke after each session, noting any deficiencies, concerns, or comments. The Board is also subject to annual compliance monitoring by Virginia Works, the state administrator for WIOA Title I programs, which evaluates compliance with federal and state requirements. A formal corrective action plan is used after this session as well, with the GRWDB responsible for responding and correcting any findings. In addition, the GRWDB undergoes a Single Audit conducted by a procured, qualified independent auditor, each year, ensuring transparency and accountability in financial operations. The auditor includes a review of programmatic operations, including eligibility determination, in the review.

Furthermore, the GRWDB receives Equal Opportunity (EO) monitoring, conducted by Virginia Works, to ensure full compliance with non-discrimination laws, including the Americans with Disabilities Act of 1974 and WIOA Section 188. This monitoring assesses

the accessibility of facilities, communications, and services, and confirms that individuals of all backgrounds have access to workforce programs. These combined monitoring efforts ensure that the GRWDB maintains a high standard of integrity, compliance, and service quality in the administration of WIOA Title I activities.

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board. [WIOA Sec. 108(b)(22)]

The GRWDB meets the Sunshine Provisions of the WIOA legislation by making the date, time, and location of GRWDB, Committees of the GRWDB, and CLEO Consortium activities available to the public on the GRWDB's website. Meetings are available and open to the public and all agendas include a section for public comment, in which members of the public are invited to make comments to the full Board, Committee, or CLEO Consortium. All meetings have minutes that are recorded and provided to the public on the GRWDB's website after they have been approved by the public body at the following meeting. The GRWDB and CLEO Consortium both meet quarterly, with three of the meetings each year conducted jointly, and the last meeting separately to ensure adequate separation of duties with the annual budget. The Committees to the GRWDB also meet quarterly, during the months prior to the GRWDB and CLEO Consortium meetings. All bodies follow the Virginia Code and conduct virtual meetings as allowable, which typically results in two meetings per year being conducted virtually, and two meetings conducted in person. Meetings held virtually are recorded and along with minutes, a recording of the meeting is available to the public. Related to procurement, Requests for Proposals or any other requests during the procurement process are made public through the GRWDB's website, social media, and distributed to workforce and community partners and other applicable distribution lists.

***5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.
[WIOA Sec. 108(b)(22)]***

The GRWDB serves as the fiscal agent for the region and therefore has several processes in place to ensure that obligations and expenditures of all funding for the organization, including those from the WIOA Title I programs, are reasonable and allowable per federal legislation. The GRWDB has a full-time Finance Director that is responsible for processing receivables and payables as well as overall monitoring of financial obligations and expenditures regularly. The Finance Director produces a budget versus actual report to the Executive Director and the Senior Operations Director and has a standing monthly meeting to review the report, note any areas of concern, and plan for additional expenditures or reduction in spending as necessary. The Program Manager responsible for the administration and delivery of services through the WIOA Title I programs maintains a budget document that is updated in real-time to reflect program obligations and expenditures when invoices are received. The GRWDB has also continued to implement an expenditure review system using JotForm that allows for each invoice or expenditure to be reviewed for allowability prior to processing by the Finance Director. The Program Manager, or other applicable Manager, inputs the expense into the JotForm system. The first review is done by the Senior Operations Director for accuracy, documentation, and correlation to services and/or codes in the Virginia Workforce Connection or other case management systems. If there are errors or changes that need to be made, the Senior Operations Director rejects the submission and notes any corrections that need to be made. This is then sent back to the Program Manager for correction. If the expense is approved, the expense comes to the Executive Director who reviews the expenditure for allowability, and spot checks for

accuracy and documentation. Once the Executive Director approves, the Finance Director input the expense into QuickBooks and processes payment.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

The GRWDB currently has a waiver to be the provides of Individualized Career and Follow-up Services for the WIOA Title I Adult and Dislocated Worker programs. This waiver was initially received in July 2020 and has been awarded again through 2028. This waiver has allowed for better success with co-enrollment with other core and required partners, as well as discretionary grants that are in the region. The GRWDB also provides services through the WIOA Title I Youth program, with partnerships between relevant entities to ensure that the fourteen (14) elements are delivered as needed/requested. The GRWDB serves in this role, as the GRWDB is the fiscal agent for the City of Roanoke. The City of Roanoke approved this designation, as well as the full CLEO Consortium. Annually, the Program Manager responsible for the delivery of services through these programs presents to the CLEO Consortium on performance, enrollments, and financial expenditures for discussion and decision by the CLEO Consortium on continuation of the structure.

The GRWDB follows the City of Roanoke's procurement processes, as they are the Grant Recipient for the region. Competitive sealed bids are completed for any activity that will cost more than \$30,000. These bids are released for a minimum of ten (10) days and notices are posted on the GRWDB's website, posted through the National Association of Workforce Development Professionals (NAWDP), and distributed to workforce and community partners and any other applicable vendor. Competitive procurement is overseen

and reviewed by a taskforce of the GRWDB and the CLEO Consortium and then presented to the full bodies for approval.

5.5 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

The fiscal agent for the federal WIOA Title I funds is the GRWDB, overseen by the CLEO Consortium and designated by the City of Roanoke, with full blessing by the CLEO Consortium. The Grant Recipient of the region remains the City of Roanoke, who as the pass-through entity, reports the federal WIOA Title I funds on their annual audit each year.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources. [WIOA Sec. 108(b)(22)]

The GRWDB is committed to maximizing the impact of WIOA Title I funds by leveraging them with other funding sources. Staff work closely with local partner agencies to braid funds and ensure resources are used efficiently to best serve participants. This includes evaluating all available grants, scholarships, and discretionary funding to reduce participant costs and extend the reach of WIOA Title I funds across the region.

In recent years, the GRWDB has also begun requesting annual financial support from localities to fund workforce programs that fall outside the scope of WIOA Title I. One example is funding to support career exploration and exposure activities for middle school students in the region's K-12 public school system, helping to build awareness of career pathways and direct students toward high-demand industries and occupations.

The GRWDB continuously seeks new funding opportunities that enhance and support current operations. These may include U.S. Department of Labor discretionary grants, grants from other federal agencies related to workforce development, philanthropic sources, and local funding opportunities. All additional funding is pursued with the intent to fill service

gaps, avoid duplication, align with the strategic plan and goals of the organization, and strengthen the regional workforce system.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

Table 18 below are the negotiated local levels of performance for the federal WIOA common measures for PY2024 and PY2025.

Table 18 – PY2024 and PY2025 Negotiated Levels for WIOA Performance

WIOA Title I Adult Program	
Employment 2 nd Quarter After Exit	85.6%
Employment 4 th Quarter After Exit	84.6%
Media Earnings 2 nd Quarter After Exit	\$7,005
Credential Attainment within 1 Year	74.0%
Measurable Skills Gain	75.0%
WIOA Title I Dislocated Worker Program	
Employment 2 nd Quarter After Exit	88.25%
Employment 4 th Quarter After Exit	87.5%
Media Earnings 2 nd Quarter After Exit	\$9,295
Credential Attainment within 1 Year	74.0%
Measurable Skills Gain	76.0%
WIOA Title I Youth Program	
Employment 2 nd Quarter After Exit	76.6%
Employment 4 th Quarter After Exit	77.93%
Media Earnings 2 nd Quarter After Exit	\$4,050
Credential Attainment within 1 Year	68.5%
Measurable Skills Gain	75.0%

The GRWDB will engage with the Virginia Works team to negotiate the levels for PY2026 and PY2027 in Spring 2026.

5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

The GRWDB closely monitors the performance and effectiveness of the WIOA Title I programs and the broader workforce system to ensure high-quality service delivery. With the new strategic plan, a performance dashboard will be reviewed quarterly by both the GRWDB

and the CLEO Consortium to track progress on strategic goals and action items. WIOA Title I programs are evaluated by the CLEO Consortium not only against federally negotiated performance levels but also undergo quarterly monitoring and an annual comprehensive review to assess compliance with contract terms and competitive procurement commitments.

The One-Stop delivery system is overseen by the GRWDB's One Stop Manager and the One-Stop Operator, ProjectNow LLC, which was competitively procured to manage operations at all Virginia Career Works Centers in the region. The system's performance is evaluated regularly through reviews of customer satisfaction data, service delivery processes, center traffic, and other key indicators. The GRWDB also ensures that all Virginia Career Works Centers meet and maintain One-Stop Center Certification requirements established by the Commonwealth of Virginia. To support continuous improvement, each center has a Management Team that meets monthly to review procedures, share best practices, and strengthen collaboration among partners.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

The GRWDB does not currently have formal cooperative agreements specifically related to the provision of services for individuals with disabilities. However, it maintains strong partnerships with key community organizations that serve these populations, including the Department for Aging and Rehabilitative Services (DARS), the Department for Blind and Visually Impaired, and the Blue Ridge Independent Living Center. These partners

provide critical expertise in accessible service delivery and support the region's efforts to ensure inclusive workforce services.

The One Stop Manager works closely with all Virginia Career Works staff to ensure they are aware of and have access to resources and training that enhance service provision for individuals with disabilities. The GRWDB is committed to providing services for all customers, regardless of ability, and conducts ongoing reviews of facility and program accessibility. Additionally, the Business Solutions Team, which includes staff from DARS, collaborates with employers to ensure appropriate accommodations are made and that job seekers with disabilities are fully supported in their employment journey. GRWDB staff also pursue ongoing professional development to maintain a welcoming and effective service environment for all customers.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board. [WIOA Sec. 108(b)(18)]

The strategic and local plans developed by the GRWDB and the CLEO Consortium outline clear goals and strategies to position the region as the premier talent development resource. This initiative, led by the GRWDB, will be implemented over the next four years and will focus on building a responsive, efficient, and high-impact workforce system. Action items aligned with the strategic goals have been established, and progress toward these goals will be reviewed quarterly by both the GRWDB and the CLEO Consortium.

Key measures of success include meeting or exceeding negotiated federal performance targets for WIOA Title I programs, securing and effectively managing discretionary funding, delivering high-quality services through the Virginia Career Works Centers, and maintaining strong customer satisfaction levels. By consistently achieving

these outcomes, the GRWDB aims to establish itself as a high-performing workforce board that drives regional economic growth through strategic talent development.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

The first action during this process was the contracting of a third-party facilitator to assist the GRWDB and the CLEO Consortium in developing a strategic plan that would coincide with the local plan period. The GRWDB and CLEO Consortium contracted with a facilitator who developed surveys for the GRWDB members, CLEO Consortium members, partner organizations, and public. The facilitator also conducted a Strengths, Weaknesses, Opportunities, and Threats analysis and held a strategic planning retreat with the GRWDB and CLEO Consortium members to develop the overarching goals and strategies for the plan. The local plan has been developed from the strategic plan goals and strategies and incorporates operational goals and activities that align with the strategic plan. The local plan was released for public comment and posted on the GRWDB's website, social media, and distributed to all partners to the MOU, economic development offices, local elected officials, the full GRWDB, and other stakeholders. The comment period was for ten (10) days, aligning with the procurement requirements followed by the GRWDB.

[INSERT PUBLIC COMMENTS]

5.12 Describe professional staff development strategies, [WIOA Sec. 108(b)(22)] including:
Process used to ensure staff receive continuous training in workforce development practices

Professional development is a key priority for the GRWDB and is actively supported across the entire regional workforce development system. A variety of training opportunities

are offered to both GRWDB staff and partner organizations to ensure continuous learning and service enhancement. The shift to virtual platforms during the COVID-19 pandemic expanded access to training, allowing for more frequent and flexible participation, which the GRWDB has continued. For example, the One-Stop Operator now hosts quarterly virtual trainings featuring presentations from partner agencies on program updates, new services, and referral opportunities. Additionally, the comprehensive Virginia Career Works – Roanoke Center incorporates training into monthly staff meetings, which are open to all regional workforce staff and accessible virtually. Training topics have included case management and counseling strategies, de-escalation tactics, as well as sessions on stress management and other key service areas. Staff are encouraged to attend conferences and trainings hosted by workforce partners, U.S. Department of Labor, WorkforceGPS, and professional associations such as the National Association of Workforce Development Professionals (NAWDP), the Southeastern Training Administration (SETA), and the National Association of Workforce Boards (NAWB). Additionally, workforce professionals seeking to advance their careers are encouraged to pursue the Certified Workforce Development Professional (CWDP) credential through NAWDP. Several staff across the region already hold this certification, and the GRWDB continues to promote it as a valuable professional development opportunity.

Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services

The Virginia Workforce Connection (VaWC) is the official system of record for all WIOA Title I programs and has been fully adopted by the GRWDB. As of July 1, 2020, all participant files are maintained electronically, with no paper files created for new enrollments. All eligibility documentation, forms, and case management materials are uploaded directly to

each participant's profile in the system to ensure accuracy, compliance, and accessibility. Medical documentation is stored in separate, secure files for confidentiality and adherence to state and federal law. To maintain data integrity and ensure timely data entry, the GRWDB's Program Manager and staff run monthly performance reports, including "soon to exit," "system closure," and "last case note" reports. These reviews ensure compliance with the Virginia Board of Workforce Development policies, Virginia Workforce Letters, and local procedures. All staff working in the system receive comprehensive training from both Virginia Works staff and local system administrators, ensuring they understand the importance of VaWC and are proficient in using it for accurate, effective case management.

Process to measure staff performance and delivery of high-quality customer service

Customer service satisfaction is one of the most importance pieces of information that is captured from customers that visit the Virginia Career Works Centers or receive services through any partner of the workforce development system. Customer satisfaction surveys are provided to all customers of the workforce development system, compiled by the One-Stop Operator, and reviewed monthly by the Management Teams at each of the Virginia Career Works Centers. Should negative customer satisfaction surveys be submitted and need addressed prior to the monthly Management Team meeting, the One-Stop Operator, who is charge of compiling and reviewing all results, may present the survey to the appropriate manager of the applicable partner agency so that it can be addressed as soon as possible. Customer satisfaction survey results are also presented to the Program Oversight Committee on a quarterly basis to ensure that the GRWDB and CLEO Consortium are abreast should any issue arise. Customer satisfaction surveys are looked at to ensure that continuous improvement is at the forefront of the minds of the Management Team, the One Stop Manager, the front-line staff, and the GRWDB and the CLEO Consortium.

Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Board of Workforce Development Policy 300-06

All staff are required to be trained to ensure that they can perform the duties of their employment to the highest standard. All staff in the regional workforce system are supported by the partner agencies and their employment agency and provided the most training necessary during orientation as well as ongoing throughout their career. The One Stop Manager provides a Center Orientation to all new staff, regardless of employment agency, to ensure that staff are aware of key requirements for service delivery, including equal opportunity and non-discrimination, providing accommodations to individuals with disabilities or other populations that request such accommodations, training on key equipment for accommodations such as Video Relay, the TTY phone, and more, and general information on the partners and the programs they offer.

During the last One Stop Certification process, all Virginia Career Works Centers in the region were certified through the process, which included meeting criteria set forth in state policy as well as the maintaining of ADA accessibility. The One Stop Manager employed by the GRWDB continues to keep abreast of changes needed to service delivery or accessibility to ensure that the three Virginia Career Works Centers meet certification requirements during the next process.

Required Attachments

Chief Local Elected Official (CLEO) Consortium Agreement:

- [Original Agreement](#)
- [Amendment 1](#)
- [Amendment 2](#)

[CLEO-Board Agreement](#)

[Current LWDB Organizational Chart](#)

Copies of executed cooperative agreements (i.e. MOUs) between the LWBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under Title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination

- The GRWDB does not currently have cooperative agreements in place for this provision of service delivery and partnership.

[GRWDB Policies](#)

Appendix A
Industry NAICS Codes

INFRASTRUCTURE

NAICS Code	NAICS Description
211120	Crude Petroleum Extraction
211130	Natural Gas Extraction
213111	Drilling Oil and Gas Wells
213112	Support Activities for Oil and Gas Operations
221111	Hydroelectric Power Generation
221112	Fossil Fuel Electric Power Generation
221113	Nuclear Electric Power Generation
221114	Solar Electric Power Generation
221115	Wind Electric Power Generation
221116	Geothermal Electric Power Generation
221117	Biomass Electric Power Generation
221118	Other Electric Power Generation
221121	Electric Bulk Power Transmission and Control
221122	Electric Power Distribution
221210	Natural Gas Distribution
221310	Water Supply and Irrigation Systems
221320	Sewage Treatment Facilities
221330	Steam and Air-Conditioning Supply
236115	New Single-Family Housing Construction (except For-Sale Builders)
236116	New Multifamily Housing Construction (except For-Sale Builders)
236117	New Housing For-Sale Builders
236118	Residential Remodelers
236210	Industrial Building Construction
236220	Commercial and Institutional Building Construction
237110	Water and Sewer Line and Related Structures Construction
237120	Oil and Gas Pipeline and Related Structures Construction
237130	Power and Communication Line and Related Structures Construction
237310	Highway, Street, and Bridge Construction
237990	Other Heavy and Civil Engineering Construction
481111	Scheduled Passenger Air Transportation
481112	Scheduled Freight Air Transportation
481212	Nonscheduled Chartered Freight Air Transportation
481219	Other Nonscheduled Air Transportation
482111	Line-Haul Railroads
482112	Short Line Railroads
484110	General Freight Trucking, Local
484121	General Freight Trucking, Long-Distance, Truckload
484122	General Freight Trucking, Long-Distance, Less Than Truckload

484210	Used Household and Office Goods Moving
484220	Specialized Freight (except Used Goods) Trucking, Local
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance
485111	Mixed Mode Transit Systems
485112	Commuter Rail Systems
485113	Bus and Other Motor Vehicle Transit Systems
485119	Other Urban Transit Systems
485210	Interurban and Rural Bus Transportation
485310	Taxi and Ridesharing Services
485320	Limousine Service
485410	School and Employee Bus Transportation
485510	Charter Bus Industry
485991	Special Needs Transportation
485999	All Other Transit and Ground Passenger Transportation
486110	Pipeline Transportation of Crude Oil
486210	Pipeline Transportation of Natural Gas
486910	Pipeline Transportation of Refined Petroleum Products
486990	All Other Pipeline Transportation
487110	Scenic and Sightseeing Transportation, Land
487990	Scenic and Sightseeing Transportation, Other
488111	Air Traffic Control
488119	Other Airport Operations
488190	Other Support Activities for Air Transportation
488210	Support Activities for Rail Transportation
488410	Motor Vehicle Towing
488991	Packing and Crating
488999	All Other Support Activities for Transportation
491110	Postal Service
492110	Couriers and Express Delivery Services
492210	Local Messengers and Local Delivery
493110	General Warehousing and Storage
493120	Refrigerated Warehousing and Storage
493130	Farm Product Warehousing and Storage
493190	Other Warehousing and Storage
517111	Wired Telecommunications Carriers
517112	Wireless Telecommunications Carriers (except Satellite)
517121	Telecommunications Resellers
517122	Agents for Wireless Telecommunications Services
517410	Satellite Telecommunications
517810	All Other Telecommunications
518210	Computing Infrastructure Providers, Data Processing, Web Hosting, & Related Services
519210	Libraries and Archives
519290	Web Search Portals and All Other Information Services

531311	Residential Property Managers
531312	Nonresidential Property Managers
532111	Passenger Car Rental
532112	Passenger Car Leasing
532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing
541330	Engineering Services
541340	Drafting Services
541360	Geophysical Surveying and Mapping Services
541370	Surveying and Mapping (except Geophysical) Services
341380	Testing Laboratories and Services
541410	Interior Design Services
541420	Industrial Design Services
541430	Graphic Design Services
541512	Computer Systems Design Services
541513	Computer Facilities Management Services
561210	Facilities Support Services
811210	Electronic and Precision Equipment Repair and Maintenance
811310	Commercial/Industrial Machinery/Equipment (except Automotive/Electronic) Repair & Maintenance
921190	Other General Government Support
922110	Courts
922120	Police Protection
922130	Legal Counsel and Prosecution
922140	Correctional Institutions
922150	Parole Offices and Probation Offices
922160	Fire Protection
922190	Other Justice, Public Order, and Safety Activities

HEALTHCARE AND SOCIAL ASSISTANCE

622110	General Medical and Surgical Hospitals
623110	Nursing Care Facilities (Skilled Nursing Facilities)
621111	Offices of Physicians (except Mental Health Specialists)
624120	Services for the Elderly and Persons with Disabilities
621610	Home Health Care Services
623311	Continuing Care Retirement Communities
621210	Offices of Dentists
624410	Child Care Services
621420	Outpatient Mental Health and Substance Abuse Centers
624190	Other Individual and Family Services
623312	Assisted Living Facilities for the Elderly
624310	Vocational Rehabilitation Services
621910	Ambulance Services
621511	Medical Laboratories
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists

622210	Psychiatric and Substance Abuse Hospitals
624110	Child and Youth Services
621493	Freestanding Ambulatory Surgical and Emergency Centers
621330	Offices of Mental Health Practitioners (except Physicians)
623990	Other Residential Care Facilities
621498	All Other Outpatient Care Centers
623210	Residential Intellectual and Developmental Disability Facilities
621492	Kidney Dialysis Centers
621399	Offices of All Other Miscellaneous Health Practitioners
621310	Offices of Chiropractors
621320	Offices of Optometrists
621112	Offices of Physicians, Mental Health Specialists
623220	Residential Mental Health and Substance Abuse Facilities
624221	Temporary Shelters
624230	Emergency and Other Relief Services
621991	Blood and Organ Banks
624210	Community Food Services
621999	All Other Miscellaneous Ambulatory Health Care Services
621410	Family Planning Centers
621391	Offices of Podiatrists
621512	Diagnostic Imaging Centers
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals

MANUFACTURING

321911	Wood Window and Door Manufacturing
322130	Paperboard Mills
335311	Power, Distribution, and Specialty Transformer Manufacturing
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing
312111	Soft Drink Manufacturing
336120	Heavy Duty Truck Manufacturing
333310	Commercial and Service Industry Machinery Manufacturing
326211	Tire Manufacturing (except Retreading)
332312	Fabricated Structural Metal Manufacturing
326111	Plastics Bag and Pouch Manufacturing
331110	Iron and Steel Mills and Ferroalloy Manufacturing
336110	Automobile and Light Duty Motor Vehicle Manufacturing
311812	Commercial Bakeries
335314	Relay and Industrial Control Manufacturing
322211	Corrugated and Solid Fiber Box Manufacturing
336510	Railroad Rolling Stock Manufacturing
333248	All Other Industrial Machinery Manufacturing
321991	Manufactured Home (Mobile Home) Manufacturing
339113	Surgical Appliance and Supplies Manufacturing

313210	Broadwoven Fabric Mills
332510	Hardware Manufacturing
315250	Cut and Sew Apparel Manufacturing (except Contractors)
337215	Showcase, Partition, Shelving, and Locker Manufacturing
332410	Power Boiler and Heat Exchanger Manufacturing
327211	Flat Glass Manufacturing
336211	Motor Vehicle Body Manufacturing
332996	Fabricated Pipe and Pipe Fitting Manufacturing
321920	Wood Container and Pallet Manufacturing
334413	Semiconductor and Related Device Manufacturing
323111	Commercial Printing (except Screen and Books)
326199	All Other Plastics Product Manufacturing
334417	Electronic Connector Manufacturing
332710	Machine Shops
335921	Fiber Optic Cable Manufacturing
334290	Other Communications Equipment Manufacturing
327310	Cement Manufacturing
312120	Breweries
332431	Metal Can Manufacturing
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing
336320	Motor Vehicle Electrical and Electronic Equipment Manufacturing
311612	Meat Processed from Carcasses
311999	All Other Miscellaneous Food Manufacturing
332322	Sheet Metal Work Manufacturing
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing
321114	Wood Preservation
322212	Folding Paperboard Box Manufacturing
321113	Sawmills
313310	Textile and Fabric Finishing Mills
337110	Wood Kitchen Cabinet and Countertop Manufacturing
327320	Ready-Mix Concrete Manufacturing
314999	All Other Miscellaneous Textile Product Mills
325620	Toilet Preparation Manufacturing
327993	Mineral Wool Manufacturing
322230	Stationery Product Manufacturing
325612	Polish and Other Sanitation Good Manufacturing
311813	Frozen Cakes, Pies, and Other Pastries Manufacturing
325510	Paint and Coating Manufacturing
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing
335131	Residential Electric Lighting Fixture Manufacturing
325611	Soap and Other Detergent Manufacturing
331511	Iron Foundries

321918	Other Millwork (including Flooring)
339950	Sign Manufacturing
322219	Other Paperboard Container Manufacturing
311119	Other Animal Food Manufacturing
326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing
325412	Pharmaceutical Preparation Manufacturing
339999	All Other Miscellaneous Manufacturing
323113	Commercial Screen Printing
314110	Carpet and Rug Mills
327120	Clay Building Material and Refractories Manufacturing
327332	Concrete Pipe Manufacturing
313230	Nonwoven Fabric Mills
311211	Flour Milling
333517	Machine Tool Manufacturing
332813	Electroplating, Plating, Polishing, Anodizing, and Coloring
337212	Custom Architectural Woodwork and Millwork Manufacturing
335132	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing
339116	Dental Laboratories
322220	Paper Bag and Coated and Treated Paper Manufacturing
327390	Other Concrete Product Manufacturing
332313	Plate Work Manufacturing
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing
333132	Oil and Gas Field Machinery and Equipment Manufacturing
311511	Fluid Milk Manufacturing
325199	All Other Basic Organic Chemical Manufacturing
327991	Cut Stone and Stone Product Manufacturing
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)
311811	Retail Bakeries
336310	Motor Vehicle Gasoline Engine and Engine Parts Manufacturing
312140	Distilleries
332911	Industrial Valve Manufacturing
332721	Precision Turned Product Manufacturing
331410	Nonferrous Metal (except Aluminum) Smelting and Refining
311942	Spice and Extract Manufacturing
332111	Iron and Steel Forging
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing
311421	Fruit and Vegetable Canning
327331	Concrete Block and Brick Manufacturing
334419	Other Electronic Component Manufacturing
339920	Sporting and Athletic Goods Manufacturing
339112	Surgical and Medical Instrument Manufacturing
339940	Office Supplies (except Paper) Manufacturing

333611	Turbine and Turbine Generator Set Units Manufacturing
312130	Wineries
315210	Cut and Sew Apparel Contractors
324121	Asphalt Paving Mixture and Block Manufacturing
325991	Custom Compounding of Purchased Resins
332112	Nonferrous Forging
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing
339992	Musical Instrument Manufacturing
335931	Current-Carrying Wiring Device Manufacturing
339930	Doll, Toy, and Game Manufacturing
321999	All Other Miscellaneous Wood Product Manufacturing
325920	Explosives Manufacturing
332216	Saw Blade and Handtool Manufacturing
332323	Ornamental and Architectural Metal Work Manufacturing
333992	Welding and Soldering Equipment Manufacturing
325311	Nitrogenous Fertilizer Manufacturing
333241	Food Product Machinery Manufacturing
333922	Conveyor and Conveying Equipment Manufacturing
337126	Household Furniture (except Wood and Upholstered) Manufacturing
316990	Other Leather and Allied Product Manufacturing
333519	Rolling Mill and Other Metalworking Machinery Manufacturing
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334519	Other Measuring and Controlling Device Manufacturing
335929	Other Communication and Energy Wire Manufacturing
339910	Jewelry and Silverware Manufacturing
339991	Gasket, Packing, and Sealing Device Manufacturing
314120	Curtain and Linen Mills
315990	Apparel Accessories and Other Apparel Manufacturing
322299	All Other Converted Paper Product Manufacturing
324199	All Other Petroleum and Coal Products Manufacturing
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing
334210	Telephone Apparatus Manufacturing
339115	Ophthalmic Goods Manufacturing
311611	Animal (except Poultry) Slaughtering
311920	Coffee and Tea Manufacturing
314910	Textile Bag and Canvas Mills
316110	Leather and Hide Tanning and Finishing
325414	Biological Product (except Diagnostic) Manufacturing
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing
333511	Industrial Mold Manufacturing
337122	Non-upholstered Wood Household Furniture Manufacturing
311352	Confectionery Manufacturing from Purchased Chocolate

311412	Frozen Specialty Food Manufacturing
311710	Seafood Product Preparation and Packaging
311919	Other Snack Food Manufacturing
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing
311991	Perishable Prepared Food Manufacturing
312113	Ice Manufacturing
316210	Footwear Manufacturing
321215	Engineered Wood Member Manufacturing
321912	Cut Stock, Resawing Lumber, and Planning
321992	Prefabricated Wood Building Manufacturing
323120	Support Activities for Printing
325411	Medicinal and Botanical Manufacturing
333120	Construction Machinery Manufacturing
333243	Sawmill, Woodworking, and Paper Machinery Manufacturing
333998	All Other Miscellaneous General Purpose Machinery Manufacturing
334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
334610	Manufacturing and Reproducing Magnetic and Optical Media
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing
336212	Truck Trailer Manufacturing
336390	Other Motor Vehicle Parts Manufacturing
336390	Boat Building
336612	All Other Transportation Equipment Manufacturing
336999	Upholstered Household Furniture Manufacturing
337121	Dental Equipment and Supplies Manufacturing
339114	Cheese Manufacturing
311513	Paper Mills
323117	Books Printing
326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing
326220	Rubber and Plastics Hoses and Belting Manufacturing
326299	All Other Rubber Product Manufacturing
327215	Glass Product Manufacturing Made of Purchased Glass
331523	Nonferrous Metal Die-Casting Foundries
332420	Metal Tank (Heavy Gauge) Manufacturing
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing
333613	Mechanical Power Transmission Equipment Manufacturing
333914	Measuring, Dispensing, and Other Pumping Equipment Manufacturing
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
334310	Audio and Video Equipment Manufacturing
335220	Major Household Appliance Manufacturing
335312	Motor and Generator Manufacturing
337127	Institutional Furniture Manufacturing

Appendix B
Greater Roanoke Region – Demographic Report

	Percent		Value	
	Greater Roanoke Region	Virginia	Greater Roanoke Region	Virginia
Demographics				
Population (ACS)	—	—	335,294	8,657,499
Male	48.4%	49.4%	162,128	4,278,490
Female	51.6%	50.6%	173,166	4,379,009
Median Age ²	—	—	43.2	38.8
Under 18 Years	20.4%	21.9%	68,351	1,893,985
18 to 24 Years	7.9%	9.3%	26,651	804,599
25 to 34 Years	12.1%	13.5%	40,409	1,172,799
35 to 44 Years	11.7%	13.4%	39,324	1,164,053
45 to 54 Years	12.6%	12.6%	42,100	1,091,469
55 to 64 Years	14.3%	12.9%	47,942	1,120,434
65 to 74 Years	12.3%	9.7%	41,318	842,592
75 Years and Over	8.7%	6.6%	29,199	567,568
Race: White	78.1%	61.7%	261,717	5,344,175
Race: Black or African American	12.9%	18.7%	43,360	1,623,031
Race: American Indian and Alaska Native	0.2%	0.3%	633	27,216
Race: Asian	2.3%	6.9%	7,764	593,606
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	235	5,679
Race: Some Other Race	1.6%	4.1%	5,348	351,544
Race: Two or More Races	4.8%	8.2%	16,237	712,248
Hispanic or Latino (of any race)	4.9%	10.7%	16,521	929,140
Population Growth				
Population (Pop Estimates) ⁴	—	—	334,454	8,715,698
Population Annual Average Growth ⁴	0.0%	0.5%	72	45,984
People per Square Mile ⁴	—	—	144.2	220.8
Economic				
Labor Force Participation Rate and Size (civilian population 16 years and over)	59.1%	65.0%	161,910	4,450,159
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	82.1%	84.3%	99,545	2,813,329
Work from Home	11.4%	16.2%	17,576	699,959
Armed Forces Labor Force	0.3%	1.9%	700	130,751
Veterans, Age 18-64	5.2%	7.5%	10,254	392,878
Veterans Labor Force Participation Rate and Size, Age 18-64	73.9%	81.8%	7,579	321,258
Median Household Income ²	—	—	\$67,525	\$90,974
Per Capita Income	—	—	\$38,794	\$49,217

Greater Roanoke Region – Demographic Report

	Percent		Value	
	Greater Roanoke Region	Virginia	Greater Roanoke Region	Virginia
Mean Commute Time (minutes)	—	—	23.1	27.6
Commute via Public Transportation	0.9%	2.6%	1,323	112,219
Educational Attainment, Age 25-64				
No High School Diploma	6.8%	7.7%	11,553	349,733
High School Graduate	32.6%	22.7%	55,347	1,033,997
Some College, No Degree	20.1%	18.0%	34,114	818,338
Associate's Degree	9.5%	8.1%	16,111	370,415
Bachelor's Degree	20.0%	24.9%	33,894	1,133,488
Postgraduate Degree	11.0%	18.5%	18,756	842,784
Housing				
Total Housing Units	—	—	158,983	3,654,784
Median House Value (of owner-occupied units) ^{2,5}	—	—	\$225,504	\$360,700
Homeowner Vacancy	0.9%	0.9%	905	20,213
Rental Vacancy	6.8%	4.9%	3,146	57,205
Renter-Occupied Housing Units (% of Occupied Units)	30.7%	32.8%	42,641	1,091,768
Owner-Occupied Housing Units (% of Occupied Units)	69.3%	67.2%	96,285	2,234,492
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	6.7%	6.0%	9,344	199,529
Social				
Poverty Level (of all people)	12.4%	9.9%	40,521	834,866
Households Receiving Food Stamps/SNAP	10.6%	8.8%	14,696	293,101
Enrolled in Grade 12 (% of total population)	1.2%	1.3%	4,116	113,724
Disconnected Youth ³	2.7%	1.8%	423	8,401
Children in Single Parent Families (% of all children)	39.8%	31.3%	25,350	561,755
Uninsured	6.5%	7.1%	21,472	597,774
With a Disability, Age 18-64	11.8%	10.0%	22,879	513,773
With a Disability, Age 18-64, Labor Force Participation Rate and Size	39.5%	49.1%	9,038	252,183
Foreign Born	5.0%	12.9%	16,930	1,120,207
Speak English Less Than Very Well (population 5 yrs and over)	2.5%	6.1%	7,888	501,183

Source: [JobsEQ®](#)

1. American Community Survey 2019-2023, unless noted otherwise

2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census Population Estimate for 2023, annual average growth rate since 2013.

5. The Census's method for calculating median house values changed with the 2022 data set, so pre-2022 values are not directly comparable with later data.

Source: [JobsEQ®](#), <http://www.chmuraecon.com/jobseq>

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