



GRWDB & CLEO Consortium Meeting Agenda

September 24, 2025 – 12:00PM – 2:00PM

Roanoke Regional Chamber of Commerce Offices
1948 Franklin Road SW, Suite 200, Roanoke, VA 24014

I.	Welcome	Martha Hooker
II.	Public Comment	
III.	Consent Agenda <ul style="list-style-type: none">• GRWDB Meeting Minutes• CLEO Consortium Meeting Minutes• Eligible Training Provider List Applications	Michael Gardner
IV.	Federal Landscape Update	Brad Turner-Little <i>National Association of Workforce Boards</i>
V.	Old Business <ul style="list-style-type: none">• Strategic Plan Update• Committee Appointments	Michael Gardner
VI.	Director's Report <ul style="list-style-type: none">• Systemwide Branding• Local Area Metrics	Morgan Romeo
VII.	Committee Reports <ul style="list-style-type: none">• Executive Committee• Finance Committee• Program Oversight Committee	Committee Chairs
VIII.	New Business <ul style="list-style-type: none">• PY2024 Year-in-Review• CLEO Consortium – Focus Areas	Martha Hooker
IX.	Other Business	Michael Gardner
X.	Adjournment	



Title: Consent Agenda

Background: Consent agenda items are presented to the Board for approval in one motion for all items. Any Board member may review the proposed consent agenda and request for any/all items to be removed from the consent agenda for further discussion and subsequent action.

Considerations: The following items have been included in the consent agenda for the September Board and CLEO Consortium meeting:

GRWDB Meeting Minutes

These draft minutes are being presented for approval for the June 25th meeting that was held virtually.

CLEO Consortium Meeting Minutes

These draft minutes are being presented for approval for the June 26th meeting that was held virtually.

Eligible Training Provider List Applications

There are three programs that have applied for addition on the Eligible Training Provider List for the Commonwealth of Virginia. Ferrum College has submitted two and Virginia Western Community College has submitted one. The GRWDB and CLEO Consortium are verifying and approving that they have met the minimum requirements to be added to the statewide list. Upon approval, they will be submitted to the state for addition on the list, which will then mean that WIOA Title I funds can be used to pay for training in these programs.

Action Recommended: Staff recommends approval of the Consent Agenda, as presented.



GRWDB Meeting Minutes

June 24, 2025 – 9:00AM – 10:30AM

VIRTUAL: <https://us06web.zoom.us/j/84817586839?pwd=ArqanragxBaQI7NhGafaayGCr6AEjI.1>

Board Members <i>Private Sector</i>	Present	Board Members <i>Public Sector</i>	Present
Jasmine Gallitan		Joeseeph Brinley	X
Ruth Caul	X	Chuck Simpson	X
Casey Nicely	X	Karen Michalski	X
Maiya Ashby	X	Abby Hamilton	
Richard Mansell		Cynthia Lawrence	X
David Oliver		Stephanie Hoer	X
Jeremy Adkins	X	Heather Fay	X
Sonya Charlow	X	Susan Goad	X
Michael Gardner	X	Kimberly Dameron	X
Carter Hardesty	X	Dr. John Rainone	X
Tiffany Worstell		Marilyn Herbert-Ashton	
Jeff Hamley		Tiffany Richardson	
Shane Rucker		Ken McFayden	
Kevin Price		Jeremy Holmes	X
Tyler Giegel		Jason Suhr	X
		Jessica Chenoweth	
		Mike Ketron	

GRWDB Staff	Present
Morgan Romeo	X
Emma Howard-Woods	X
Stephanie Martin	X
Bobby Welch	X

Guests	Present
Chris Simmons	X
Chris Pope	X
Chris Andresen	X

Welcome

Mr. Michael Gardner called the meeting to order at 9:05 am and welcomed everyone to the meeting.

Public Comment

There was no public comment.

Consent Agenda

Mr. Gardner introduced the consent agenda items and asked if the group would like to remove any of the items from the consent agenda to review individually. There were no additional questions.

GRWDB Action: Mr. Chuck Simpson made a motion to accept the consent agenda as presented. Mr. Joseph Brinley seconded the motion. The motion was carried by a voice vote.

Federal Landscape Update

Mr. Gardner introduced Mr. Chris Andresen from Dutko Government Relations, who presented to the GRWDB an update on the federal landscape with both House and Senate bills that could potentially have an impact on the workforce development system in Virginia. Potential changes to federal spending vary from House to Senate but generally include: increasing the age range for the SNAP work requirement, adjusting SNAP single parent waivers, cost share with states for SNAP, creating a work requirement for Medicaid recipients, adjusting Pell Grant access, restructuring Federal Student Loans and existing loan forgiveness programs, risk-sharing with higher education institutions for loan defaults, restructuring access to Title 4 funding with higher education, and increasing the debt limit. They hope to have a final bill to send to the President before July 4th, 2025.

Ms. Romeo shared that the changes to Medicaid could have negative impacts on the healthcare systems in Virginia, especially in rural communities, where many patients in the system rely on Medicaid. Mr. Gardner asked if there were other pieces of legislation that we should be aware of soon. Mr. Andresen shared about the Make America Skilled Again (MASA) initiative, a block grant to restructure workforce programs at the federal level. There is a big push for apprenticeships, so highlighting those at a local level could be helpful in the coming months.

Old Business

One Stop Operator RFP Update

Mr. Gardner shared that there were no bids for the One Stop Operator Request for Proposals, as the current One Stop contract has reached its extension limit. GRWDB staff recommend asking for a waiver, and after approval from the CLEO, could operate the One Stop Operator internally. Mr. Gardner shared that the contract for the One Stop Operator has been greatly reduced, as responsibilities under the role have changed. Since there were no bids, it opens the door to the option of a waiver.

Ms. Abby Hamilton asked if other WDBs are facing similar situations, and if so, if pooling together would be an option. Ms. Romeo shared that thus far there has been no formal discussion with other WDBs, but a solution could be to request a temporary waiver and use the time to explore this option with other WDBs.

GRWDB Action: A motion was made by Dr. John Rainone to request a one-year waiver for the GRWDB to serve as One Stop Operator, and to use the time to explore other options. Mr. Joseph Brinley seconded the motion. The motion was carried by a voice vote.

GRWDB Bylaws Update

Mr. Gardner referenced a proposed update to the GRWDB Bylaws in the meeting packet. Mr. Gardner shared that the proposed updates include an update to the committee structure to better align with the Strategic Plan goals of the organization. Mr. Gardner asked if there were any questions regarding the proposed changes, and there were none.

GRWDB Action: A motion was made by Mr. Casey Nicely to approve the revised Bylaws as presented. Ms. Maiya Ashby seconded the motion. The motion was carried by voice vote.

Committee Appointments

Mr. Gardner shared that the GRWDB Committees compositions must be reviewed and confirmed annually, and that the new Communications and Outreach Committee is seeking volunteers. Ms. Karen Michalski-Karney shared that the Finance Committee is also seeking additional volunteers. Mr. Gardner noted the slate of Committee members presented to the GRWDB for their approval.

GRWDB Action: A motion was made by Ms. Stephanie Hoer to approve the committee membership as presented. The motion was seconded by Mr. Casey Nicely. The motion was carried by voice vote.

Director's Report

Mr. Gardner asked if Ms. Romeo would share the Director's report. Ms. Romeo shared the concept of an annual performance report card to be presented to the GRWDB and asked for feedback on what would be beneficial to include in this report. Ms. Heather Fay recommended including geographic demographics, and Ms. Abby Hamilton shared that seeing household impact in addition to individual impact would be a useful metric. Ms. Romeo shared that this data could be collected, but that some may be incomplete as the family size question is voluntary on the Wagner-Peyser questionnaire. Ms. Stephanie Hoer also recommended exploring ways to examine the data longitudinally so we can see impact over time. Ms. Ruth Caul recommended some ROI indicators, including cost per person trained or per enrollment. Ms. Heather Fay also requested success stories be included, which are already being collected by the GRWDB team.

Committee Reports

Executive Committee

Mr. Gardner shared that at the last Executive Committee meeting, several policies were approved that will reduce total amount of funding spent per participant in an effort to reduce spending. They also discussed the strategic plan, the proposed budget for the next fiscal year, and rapid response opportunities.

Finance Committee

Ms. Karen Michalski-Karney shared that the Finance Committee is working on grant closeouts, and explored new grant opportunities, including two non-awarded Virginia Works discretionary grants. Ms. Romeo shared that the Virginia Works team at the state did not provide feedback on the grant applications, as they were dismissed from evaluation due to missing Letters of Support from mentioned organizations. Ms. Stephanie Hoer shared that no awards were given to this region of VA from these grant opportunities.

The Finance Committee also reviewed one submitted proposal in response to the Request for Proposals for Audit Services from Robinson, Farmer and Cox. The Finance Committee made a formal recommendation to the GRWDB to engage with Robinson, Farmer, and Cox to perform Audit Services as described in the RFP.

GRWDB Action: The Finance Committee made a motion to contract with Robinson, Farmer, and Cox to perform Audit Services as described in the RFP. The motion was seconded by Ms. Maiya Ashby. The motion was carried by a voice vote.

The Finance Committee also reviewed the FY2025 Budget vs. Actual report to monitor expenditures of the GRWDB against various grant programs. The Finance Committee made a formal recommendation to the GRWDB to approve the FY2025 Budget vs. Actual report as presented.

GRWDB Action: A motion was made by the Finance Committee to approve the FY2025 Budget vs. Actual report as presented. The motion was seconded by Mr. Jason Suhr. The motion was carried by a voice vote.

Program Oversight Committee

Ms. Abby Hamilton shared that the Program Oversight Committee reviewed the One Stop Center Report, new ETPL applications, and updates to the Franklin and Covington Centers. The Committee also reviewed GRWDB policies to adjust incentives and overall spending per participant and recommended these changes to the Executive Committee, who approved them on behalf of the GRWDB.

New Business

Ms. Romeo presented the proposed draft budget for PY2025/FY2026 for the GRWDB. Ms. Romeo reported that staff had just received the final allocations from Virginia Works, which were extremely delayed this year due to delays at the federal government level. Overall, Ms. Romeo shared that Virginia took a 10% cut in their allocation of WIOA funds, but that the region only took a 2% cut overall. Ms. Romeo went through the budget and highlighted items to note for the Board members and noted the decrease in funds and where the biggest cuts would occur.

GRWDB Action: A motion was made by Mr. Joseph Brinley to approve the FY2026 Budget as presented. The motion was seconded by Ms. Karen Michalski-Karney. The motion was carried by a voice vote.

Other Business

No other business was presented.

Adjournment

Mr. Gardner adjourned the meeting at 10:36am.



CLEO Consortium Meeting Minutes

June 26, 2025 – 9:00AM – 10:30AM

VIRTUAL: <https://us06web.zoom.us/j/87267737150?pwd=S8zApgUidOTnm5K4izy6ozFzoyL8gP.1>

Locality	Members	Present	Alternates	Present
Alleghany County	The Honorable Matt Garten		Ken McFadyen	X
Botetourt County	The Honorable Amy White		Gary Larrowe	X
City of Covington	The Honorable Fred Forbes		Allen Dressler	
Craig County	The Honorable Jason Matyas		Dan Collins	
Franklin County	The Honorable Ronnie Thompson		Christopher Whitlow	X
City of Roanoke	The Honorable Joe Cobb	X	The Honorable Terry McGuire	
Roanoke County	The Honorable Martha Hooker	X	The Honorable David Radford	
City of Salem	The Honorable Hunter Holiday	X	The Honorable John Saunders	

Staff/Guests	Present
Morgan Romeo	X
Leah Gibson	X
Stephanie Martin	X

Welcome

The Honorable Martha Hooker called the meeting to order at 9:06 AM.

Public Comment

Ms. Hooker asked if there were any members of the public that would like to make public comment. There were no comments made from the public.

Consent Agenda

Ms. Hooker noted the Consent Agenda that was presented to the CLEO Consortium. Ms. Hooker noted that she would like to remove the FY2025 Budget vs. Actual Report out of the Consent Agenda for discussion. Ms. Hooker asked if there were any other items attendees would like to discuss further. There were no further items pulled from the Consent Agenda to discuss.

Ms. Hooker asked questions regarding the revenue and expenditures listed in the Budget vs. Actual report and noted the outstanding bills for the organization that looked delinquent. Ms. Morgan Romeo explained that most of the funds that are used to pay the bills are on a reimbursement basis only. The staff try to limit the amount of GRWDB reserve funds that are used to float bills, so when invoices are received, staff request reimbursement from the funding source prior to paying the bill as much as possible. In particular, the SVREC Grant through the Virginia Department of Social Services is tricky, as we can only request funds from VDSS once per month at the end of the month, and we do not pay our subrecipients, TAP

and/or Goodwill, prior to receiving reimbursement. These bills are now paid but were not paid when the report ran.

Mayor Joe Cobb asked staff if there were any expected changes coming to reimbursement or funding levels due to the federal administration situation. Ms. Romeo explained that the organization had already seen some effects, including an AmeriCorps grant being eliminated at the federal level. Ms. Romeo explained that the main source of revenue for the organization, WIOA Title I funds were appropriated through June 2026, which means that the next budget cycle would be where any changes are made.

Ms. Hooker asked another question regarding the Budget vs. Actual report regarding Career Quest, which looked from the report to be overspent per the budget. Ms. Romeo explained that the organization was significantly under budget for the event and noted page 16 in the Budget vs. Actual report which shows that the event was just under \$2,000 under budget.

Seeing no further questions, Ms. Hooke asked for a motion to approve the Consent Agenda as presented.

CLEO Consortium Action: A motion was made by The Honorable Hunter Holiday to approve the Consent Agenda as presented. The motion was seconded by Mayor Joe Cobb. The motion was carried by a voice vote.

Board Appointments

Ms. Hooker noted that there were several appointments to the Greater Roanoke Workforce Development Board that needed to be made by the CLEO Consortium. Ms. Hooker referenced the slate of nominations that were presented to the CLEO Consortium for review. Discussion occurred regarding the nominations, and some edits were made to the categories of which nominations were made. Ms. Hooker asked for a motion to approve the slate of reappointments and nominations, with the amended changes to the categories of nominations.

CLEO Consortium Action: A motion was made by Ken McFadyen to approve the slate of nominations to the Greater Roanoke Workforce Development Board, noting that Ms. Pat Franklin, Executive Director, Craig County Dept. of Social Services (DSS) would be appointed to represent DSS and TANF/VIEW programs, Ms. Lindsay Webb, Assistant Director of Economic Development, Roanoke County, would be appointed to represent Economic Development, Mr. Scott Tate, Associate Director, Virginia Tech Center for Economic and Community Engagement, would be appointed to represent an At-Large Public Sector member, and Ms. Erin Burcham, President & CEO, Roanoke Blacksburg Innovation Alliance, would be appointed to represent a Community Based Organization. The motion was seconded by Mayor Joe Cobb. The motion was carried by a voice vote.

Old Business

Ms. Hooker provided an update on the One Stop Operator Request for Proposals (RFP) that was released by staff in May 2025. No proposals were received in response to the RFP, which leaves the organization with a couple of options noted on page 26 in the packet. The GRWDB voted the previous week to have staff request a waiver from Virginia Works to have the GRWDB operate the One Stop Operator in-house

through June 30, 2026, and then directed staff to research other options for procuring another One Stop Operator or working with other local boards to procure together.

CLEO Consortium Action: A motion was made by Mayor Joe Cobb, in alignment with the GRWDB, to direct staff to request a waiver from Virginia Works to serve as One Stop Operator through June 2026, with the direction to research other options for entities to serve as the One Stop Operator or to seek collaborative opportunities with other local workforce development boards across the Commonwealth. The motion was seconded by Mr. Holiday. The motion was carried by a voice vote.

Ms. Hooker also noted that a proposed update to the GRWDB Bylaws was also included for review and approval by the CLEO Consortium. Ms. Hooker noted that the proposed changes were to the Committee Structure to align the organization's committees with the newly approved strategic plan.

CLEO Consortium Action: A motion was made by Mayor Joe Cobb to approve the GRWDB Bylaws changes as presented. The motion was seconded by Mr. Holiday. The motion was carried by voice vote.

Director's Report

Ms. Hooker asked Morgan Romeo to present the Director's Report to the CLEO Consortium.

Ms. Romeo directed a discussion regarding an annual performance dashboard that would be created to show metrics and outcomes to the GRWDB and CLEO Consortium to track engagement and activities of the organization. Ms. Romeo noted that a large list was provided in the packet of options that could be considered for the report and asked that the CLEO Consortium review the list and provide feedback on what things they found valuable. Ms. Hooker noted that she would like the organization to have an annual report that GRWDB and CLEO Consortium members could pass out while they are in the community. She also noted that this should include customer testimonials about the work that is occurring. The attendees discussed potentially having a one pager for each locality to note what had occurred, a business that was assisted, etc. Mayor Joe Cobb asked if the GRWDB makes annual presentations at the different localities. Ms. Romeo noted that she had just done a presentation to the Roanoke County Board of Supervisor on that overall organization but would love to be a part of the annual updates for regional organizations in the area. Christopher Whitlow noted that demographic data on the breakdown of workforce skill gaps would be helpful as well.

New Business

Ms. Hooker asked Ms. Romeo to present the FY2026 Budget for discussion and approval.

Ms. Romeo noted that this budget was extremely new as they had only received the federal allocations less than a week prior to the meeting. Ms. Romeo noted that Virginia overall took a 10% cut in federal WIOA Title I funds but that the region only took about a 2% decrease because of unemployment, areas of high unemployment, and other demographic data. Ms. Romeo noted that this does mean that there are less dollars in this year's budget for training, which is going to directly correlate with less people served, but that staff are actively looking for more funds to provide services directly to individuals.

CLEO Consortium Action: A motion was made by Ken McFadyen to approve the FY2026 Budget as presented. The motion was seconded by Mayor Joe Cobb. The motion was carried by a voice vote.

Locality Updates

Ms. Hooker noted that this was a new section on the agenda and would be an opportunity for localities to provide updates from their constituents or things they were seeing in their localities in terms of workforce development and economic development. Ms. Hooker started off the conversation by noting that Roanoke County continues to hear a lot of needs for training, but HVAC and Mechatronics continue to be in high demand by business and industry. Mr. Holiday updated that STS/Adler Pelzer group had recently taken over the old GE building, and both Wabtec Graham White and Integer were expanding, all contributing to high growth in the City of Salem. Mr. Holiday also noted that the City was turning their focus to their Main Street in Downtown, as they have 51 vacant office spaces directly on Main Street. Christopher Whitlow updated that Franklin County is focusing on their new Career and Technical Education Center in partnership with the Town of Rocky Mount. He also noted that the Governor was going to be in Franklin County that afternoon to visit a dairy farm and celebrate the integration of technology and agriculture. July 29th will also be the groundbreaking for Traditional Medicinals in Summit View, which had been delayed by COVID, but is now getting off the ground and running. Ken McFadyen updated that Alleghany County has a lot going on and is working on hosting some community discussions around housing and overall economic development. Ken reported that he is two weeks into his new position and is looking forward to working with the GRWDB.

Other Business

There were no other items of business presented by the CLEO Consortium.

Adjournment

Ms. Hooker adjourned the meeting at 10:01 am.

Eligible Training Provider List (ETPL) Applications
 September 2025

Provider	Program	High-Demand Industry	Application Criteria Met?	Notes
Ferrum College	Data Analyst Career Training Program	Yes	Yes	320 hours, \$6,000
Ferrum College	Python Developer Career Training Program	Yes	Yes	320 hours, \$6,000
Virginia Western Community College	Certified Registered Central Service Technician (CRCST)	Yes	Yes	10 week program, \$3,198



Title: Federal Landscape Update

Background: Brad Turner-Little is the President and CEO of the National Association of Workforce Boards (NAWB). As President and CEO, Brad leads the organization's mission to serve and represent its members by championing workforce development, collaborating with industry leaders, policymakers, and local workforce boards to create sustainable, inclusive, and innovative solutions that strengthen the nation's workforce and economy.

Before assuming his role at NAWB, Brad honed his expertise and leadership skills during his tenure at Goodwill Industries International (GII) and Easterseals, where he served in various key positions, most recently as GII's Vice President of Strategy and Network Experience. With a deep commitment to empowering individuals through employment and skills development, his responsibilities included spearheading strategic initiatives, driving membership support, and advocating for policies that supported workforce development and job training.

Throughout his career, Brad has shown an unwavering dedication to improving workforce opportunities for all Americans. His profound experience and commitment to the cause have made him a respected figure in the field, driving economic vitality in communities and fostering economic empowerment for individuals from all walks of life.

Based in Maryland, Brad is a graduate of Wake Forest University and holds a Master of Divinity Degree in Christian Social Ministry from Southern Baptist Theological Seminary.

Considerations: The GRWDB recently re-joined the National Association of Workforce Boards as it is a valuable resource and advocacy arm to the organization. NAWB hosts an annual event, The Forum, which gathers workforce board staff, Board members, and stakeholders from around the country for professional development, updates, and advocacy.

Action Recommended: No action. Information Only.



Title: Strategic Plan Update

Background: The GRWDB Strategic Plan has been adopted for 2024-2028. Staff are actively working on the key strategies and tactics outlined in the plan to reach the goals of the organization through 2028.

Considerations: The GRWDB and CLEO Consortium requested a “score card” or “tracking” mechanism for the strategic plan to make sure that the organization was on track to achieve goals through 2028. The tracker will also allow the organization to identify challenges or updates that need to be made to the document.

Included in the packet is the first draft of the tracker for the strategic plan, created by staff. GRWDB and CLEO Consortium members should review the tracker to provide feedback on any of the strategies and tactics, including the timeline that is being proposed for each.

Committees are also responsible for tracking each strategy/tactic that is assigned to their Committee.

Action Recommended: No action needed. Information only.

INCREASE OVERALL AWARENESS AND UNDERSTANDING					
Goal: Develop and implement a robust communication plan targeted to each stakeholder group (Board, job seekers, partners, businesses) to increase overall awareness of GRWDB mission, programs, and outcomes by 5% per year, as measured by an annual survey of stakeholders					
Strategy	Tactic	Committee	Deadline	Progress	Notes
Streamline messaging to create consensus and understanding of the organization's mission role and mission.	Develop consistent message on organization's role and mission as part of a comprehensive communication plan.	Communications & Outreach Committee	December 2025	In Progress	Working with Beth Doughy LLC and Carrie Cousins LLC – negotiating contract to begin October 1, 2025.
	Develop messaging guidelines for staff to deliver to different audiences including consistent core message on mission.	Communications & Outreach Committee	December 2025	In Progress	Contract will run October 1, 2025 – December 31, 2025.
	Train staff on messaging to ensure understanding.	Communications & Outreach Committee	March 2026		
	Conduct training for workforce system staff.	Communications & Outreach Committee	March 2026		
Identify annual performance metrics and regularly report to stakeholders.	Use GRWDB and CLEO input to develop annual performance dashboard.	Executive Committee	December 2025	In Progress	Brainstorming session with Board and CLEO in June 2025. Working with Beth Doughy to present final template in December 2025.
	Report performance dashboard at each quarterly meeting.	Executive Committee	December 2025	In Progress	See above.
Create platforms of regularly scheduled and customized communications directed at target audiences i.e. newsletters, social media, events, etc.	Develop a comprehensive communication plan directed at external audiences including social media strategy, direct communication, external stakeholder engagement, news/media engagement, and event participation.	Communications & Outreach Committee	December 2025	In Progress	Working with Beth Doughy LLC and Carrie Cousins LLC – negotiating contract to begin October 1, 2025.
	Build and implement a communication plan for advocacy to local and state lawmakers.	Communications & Outreach Committee	December 2025	In Progress	Working with Beth Doughy LLC and Carrie Cousins LLC – negotiating contract to begin October 1, 2025.

	Survey partners and stakeholder groups separately to identify and prioritize key data to be provided on a regular basis.	Communications & Outreach Committee	June 2026	In Progress	Survey will be developed by Beth Doughty and Carrie Cousins to be implemented in June 2026.
	Develop quarterly labor market information distributed through email, social media, and website.	Communications & Outreach Committee	June 2026	In Progress	Templates will be provided through Communications Plan contract.
	Deliver monthly “newsletter” to Board and CLEO members on GRWDB activities and updates.	Communications & Outreach Committee	June 2026	In Progress	Templates will be provided through Communications Plan contract.
Maintain an updated website.	Contract with vendor to renovate the website.	Communications & Outreach Committee	December 2025	In Progress	RFQ has been released and is due Friday, September 26 th by 5:00 PM.
	Develop a plan and staff guide for updating website including a monthly checklist of items that should be reviewed and revised.	Communications & Outreach Committee	June 2026		
	Develop a scribe/training guide for staff to update.	Communications & Outreach Committee	June 2026		
Create and regularly update a data dashboard to include market trends and GRWDB metrics.	Develop data dashboard on updated website including items from quarterly labor market update and established performance metrics.	Communications & Outreach Committee	June 2026	In Progress	Meeting with Roanoke Valley Alleghany Regional Commission staff on developing data dashboard as partnership effort – at no cost!
	Evaluate website traffic to data dashboard to ensure usage.	Communications & Outreach Committee	June 2026		
Regularly collect stakeholder feedback to assess success of efforts.	Survey stakeholders annually to assess overall awareness of GRWDB mission, programs, and outcomes.	Communications & Outreach Committee	September 2026	In Progress	Survey will be developed by Beth Doughty through Communications Plan.

	Report to GRWDB and CLEO at September annual meeting.	Communications & Outreach Committee	September 2026			
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CREATE OPERATIONAL SUSTAINABILITY

Goal: Proactively work to expand support for the mission of the GRWDB as evidenced by execution of these strategies.

Strategy	Tactic	Committee	Deadline	Progress	Notes
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.	Continue to be a part of the Virginia Workforce Association and advocate for partnership with the Virginia Economic Developers Association (VEDA).	Executive Committee	September 2025	Done.	
	Create an annual workforce legislative platform.	Executive Committee	December 2026		
	Set regular annual schedule, in line with communication plan, for advocacy and meetings with local and state lawmakers.	Communications & Outreach Committee	December 2026		
	Make annual presentations to City Councils and Boards of Supervisors.	Executive Committee	June 2026		
	Schedule meetings with General Assembly members and staffers, U.S. House Congressional members and staffers, etc.	Executive Committee	June 2027		
	Contract with vendor to provide messaging training on how to effectively advocate with stakeholders.	Communications & Outreach Committee	December 2025	In Progress	Contracting with Beth Doughy on communications and messaging.
Develop alternative funding sources to bring in an additional \$500k per year by	Secure funding from all eight localities using methodology and amounts approved by CLEO Consortium.	Finance Committee	June 2026		

2028 and set goals for each (grants, fee for service, capital campaign, local government funding, etc.)	Hire consultant to advise staff on capital campaign prospects, fundraising strategies, fee for service, etc.	Finance Committee	June 2027		
	Explore AmeriCorps VISTA position for grant-writing and capacity building.	Finance Committee	N/A		AmeriCorps VISTA programming was eliminated in the federal budget. This is on-hold but this may be a precarious funding source to rely on with this federal administration.
	Research and apply for federal, state, and other discretionary funding to support GRWDB's mission and target programs.	Finance Committee	June 2026		
Identify program assets across partner community.	Convene partner roundtable to discuss programs and gaps in region.	Program Oversight Committee	June 2026		
	Produce program map showing partner assets and programs as well as gaps in service delivery.	Program Oversight Committee	December 2026		
	Update program map annually.	Program Oversight Committee	December 2027		
Identify and reduce redundant services.	Produce report to partner agencies to show results of mapping activity.	Program Oversight Committee	March 2027		
	Present program asset map to GRWDB and CLEO Consortium to identify opportunity to reduce redundant services or inform partners of opportunities to reduce duplication.	Program Oversight Committee	March 2027		
	Present program asset map to City Councils and Board of Supervisors to inform of assets and gaps in the region.	Program Oversight Committee	June 2027		

Automate functions and make use of AI.	Conduct internal analysis on processes that could be automated within the organization.	Executive Committee	December 2026		
	Research best practices of AI implementation within local workforce boards and small non-profits across U.S.	Executive Committee	December 2026		

BUILD PARTNERSHIPS

Goal: Strengthen and enhance connections to partner organizations by building a platform of shared learning that creates mutual channels of communication, understanding, and engagement.

Strategy	Tactic	Committee	Deadline	Progress	Notes
Implement a regularly scheduled and targeted communications program to partners that reinforces mission, shares information that supports effective programming, moves toward consolidation of resources, reduces redundancies, and demonstrates results.	Implement strategies set forth in communication plan with partners and stakeholders.	Program Oversight Committee	March 2026		
	Provide asset mapping results to partner entities and post program asset map for easy access at all times for partners.	Program Oversight Committee	September 2026		
	Utilize ATLAS system to provide regular updates to partners on events, “hot jobs”, and to house virtual “resource guide” for partner use.	Program Oversight Committee	June 2026		
Recognize rural needs by involving rural constituents and policy makers in a meaningful way.	Join community groups and other public bodies in rural localities to continue engagement with communication.	Program Oversight Committee	June 2027		
	Engage in regular discussions with rural leadership to create a path of communication for unique needs and ideas.	Program Oversight Committee	June 2026		

	Incorporate feedback in GRWDB program planning.	Program Oversight Committee	June 2028		
	Encourage participation of rural members in CLEO Consortium.	Program Oversight Committee	June 2026		
Initiate regular individual conversations with economic development partners.	Establish a quarterly meeting with each local economic development partner.	Program Oversight Committee	September 2025	Complete.	
Regularly connect with all partners.	Survey stakeholders annually to assess overall awareness of GRWDB mission, programs, outcomes, and needs or opportunities.	Program Oversight Committee	September 2026		
Identify and cultivate relationships with partners that serve out-of-work populations.	Identify partners who serve out-of-work populations. Assess opportunities/initiatives that GRWDB could support/complement semi-annually.	Program Oversight Committee	June 2026		
	Convene regular meetings of partners to connect key out-of-work populations with workforce ecosystem.	Program Oversight Committee	June 2027		
	Convene regular meetings with key community stakeholders and influences to understand ongoing events, community efforts, new initiatives, etc.	Program Oversight Committee	December 2027		

FOCUS ON INNOVATION					
Goal: Identify and pursue new paths to workforce development.					
Strategy	Tactic	Committee	Deadline	Progress	Notes
Implement robust Career Pathway tool that is usable by all employers to inform regional industry needs and opportunities.	Develop career pathways mapping exercise for use with individual employers to assist in mapping career pathways.	Program Oversight Committee	December 2026		
	Develop template for career pathway mapping that is easily understood and can be used in multiple industries.	Program Oversight Committee	December 2026		
	Develop broad industry pathways that can be used to introduce industry opportunities in the region.	Program Oversight Committee	June 2027		
	Revamp Career Quest to ensure efficiency and effectiveness with both middle school and high school students.	Program Oversight Committee	June 2026		
Implement robust Sector Strategy model with business partners and stakeholders.	Develop sector strategies toolkit to use as training tool for partners and sector strategy stakeholders.	Program Oversight Committee	December 2025		
	Train chambers of commerce, economic development, and other business-facing stakeholders on sector strategy model.	Program Oversight Committee	March 2026		
	Partner with above entities to create and implement sector strategies (using TPM model from U.S. Chamber of Commerce) in Manufacturing, Healthcare, and Infrastructure.	Program Oversight Committee	June 2026		
	Create and implement annual demand survey produced from each sector strategy.	Program Oversight Committee	June 2028		

Study the jobs, skills, and demands of the future workforce.	Engage a consultant to research and collect relevant (and current) reports, research, and data for use by GRWDB in program development concepts such as: generational workforce trends, soft skills best practices, employer and private sector investment in innovative training (external or in-house) programs.	Program Oversight Committee	December 2026		
	Engage an expert to produce template for state of the workforce annual report.	Program Oversight Committee	June 2028		
Identify new program concepts to meet the needs of the future workforce.	Implement quarterly survey to employer stakeholders to gauge current needs, experiences, and demand for innovative program concepts.	Program Oversight Committee	December 2026		
	Share new or innovative programs concepts being implemented by partner agencies, other LWDBs across Virginia (or other states), state programs, etc. at quarterly Board meetings.	Program Oversight Committee	June 2026		
	Develop and implement, with potential grant support, Educator Workforce Academy to engage teachers, guidance counselors, and other administration from K-12 in learning about career pathways and the future workforce.	Program Oversight Committee	March 2026		



Title: Committee Appointments

Background: The Communications & Outreach Committee and the Finance Committee have new members to appoint to each at the September meeting. This will allow these Committees to be fully operational and have input on key issues for the GRWDB.

Considerations: The proposed Committee appointments are as follows:

Finance	Communications & Outreach
Karen Michalski (Chair)	Cynthia Lawrence
Dr. John Rainone	Erin Burcham**
Richard Mansell	Heather Fay
Lindsay Webb	Jason Suhr**
Tyler Giegel	

Action Recommended: Staff recommend that the membership of the Committees be approved by the GRWDB (pending discussion at the meeting for any additions/changes).



Title: Systemwide Branding

Background: The Virginia Board of Workforce Development met on September 18th and officially adopted the attached policy, changing the statewide branding for the workforce system from Virginia Career Works to Virginia Works. This branding initiative will be spearheaded by Virginia Works at the state level and will be providing implementation plan development and guidance to the Local Workforce Development Boards.

Considerations: Workforce system branding is a topic of discussion with each gubernatorial election in Virginia. Since 2017, the workforce system has gone through 4 brand changes.

The attached public comment was submitted to the Virginia Board of Workforce Development on behalf of the GRWDB by Morgan Romeo.

The GRWDB will be responsible for creating an implementation plan that must be approved by staff at Virginia Works prior to implementation. Up to \$25,000 will be available for the GRWDB to apply for to rebrand the region which will allow for the purchase of signage, collateral materials, and other branding/outreach materials. Staff have had preliminary discussions on this and the priorities for this funding will be:

- Signage
- Collateral for Job Seekers
- Collateral for Businesses
- Campaign to understand the switch from “unemployment office” to “workforce center”

Action Recommended: No action needed. Information Only.

VIRGINIA BOARD OF WORKFORCE DEVELOPMENT

Policy Area: One-Stop Service Delivery	
Title of Policy: One-Stop System Brand	Number: 300-07
Effective Date: September 19, 2025	Review by Date: N/A
	Approved by:

I. Purpose

This issuance provides guidance on use of the brand for the Virginia public workforce system, which includes core program partners, other public, non-profit, and private partners, and organizations that govern the public workforce system, such as Local Workforce Development Boards (Local Boards). The purpose of the unified branding initiative is to increase awareness and use of the state’s workforce system, improve alignment and resource allocation, while improving service delivery to customers.

II. Summary

The Workforce Innovation and Opportunity Act (WIOA) allows for state and local one-stop system branding that assists customers of the system in accessing employment and job training services. Further, the regulations promulgated under WIOA expressly recognize use of state and local one-stop system brands, and requires that state and local one-stop systems incorporate the national “American Job Center” brand into their state and local brand architecture.

III. References

- Workforce Innovation and Opportunity Act (Pub. L. 113-128)
- United States Department of Labor, *Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule*, 20 CFR, Part 678, Subpart G, Common Identifier
- United States Department of Labor, Training and Employment Guidance Letter No. 16-16, *One-Stop Operations Guidance for the American Job Center Network*, January 18, 2017

IV. Policy

The brand of Virginia’s public workforce system shall align with the Virginia Department of Workforce Development and Advancement’s common brand, Virginia Works. This policy rescinds the use of Virginia Career Works as the brand for Virginia’s public workforce system.

VIRGINIA BOARD OF WORKFORCE DEVELOPMENT

The new Virginia Works brand is to be used throughout the Commonwealth's Workforce Development System to represent customer-centric, high-value services to employers, job seekers, workers, and the public at-large. State and local agencies engaged in providing public workforce development and one-stop services shall utilize the Virginia Works, brand architecture, and brand standards when engaging in workforce system activities beyond their respective organizations and programs.

Virginia Works partner programs will also adopt the American Job Center national brand consistent with federal guidance and requirements.

Nothing in this policy should be construed to affect local workforce development board governance, policy and AJC oversight that are enumerated in other applicable federal, state and VBWD rules, regulations and policy.

LWDB and state agency partners maintain the right to develop and maintain their own official entity names and brand (e.g. Hampton Roads Workforce Council or Virginia Department of Education), but shall use the Virginia Works branding with workforce system services and AJC activities and promotions. The Local Workforce Development Areas shall have regional designations that correspond to the Virginia Works name, e.g. Virginia Works – Southwest, Virginia Works – Northern Region, Virginia Works- Hampton Roads.

Other example uses include, but not limited to:

- A statement that the entity is aligned with Virginia Works. E.g. “Virginia Works – Southwest is a partner of the Virginia Works network” or “the Department for Aging and Rehabilitative Services, in collaboration with Virginia Works.”
- Adding the Virginia Works and/or regional designation logo and name to digital and printed materials, and physical displays.

V. Procedures

The Executive Director of the Board and the Commissioner of Virginia Works, in consultation with the Secretary of Labor, shall issue guidance no later than December 1, 2025, with a plan to assist and support workforce system partners in the successful implementation and ongoing use of the Virginia Works system brand. Virginia Works will be responsible for working with partners to maintain compliance with this policy.



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September 16, 2025

Executive Director
Virginia Board of Workforce Development
2221 Edward Holland Drive, Suite 500
Richmond, VA 23230

To the Virginia Board of Workforce Development (VBWD):

I respectfully submit these comments regarding the proposed rebranding of Virginia's public workforce system from *Virginia Career Works* to *Virginia Works* as presented in draft VBWD Policy 300-07: One Stop System Brand.

Over the past eight years, Virginia's workforce system has undergone four different brand changes, starting with Virginia Workforce Network, and then moving to Elevate Virginia, Virginia Career Works, and now the proposal to move to Virginia Works. This constant change has created significant confusion for the very customers we are trying to serve, including job seekers, employers, and partners. Frequent rebranding undermines **recognition, trust, and continuity**.

This proposal is especially concerning because:

- **Timing:** With the Virginia gubernatorial election scheduled in November and a new administration taking office in January, moving forward with a statewide brand change now could lead to misalignment or reversed priorities under new leadership, and does not allow sufficient time for partners to adjust or for a comprehensive transition.
- **Lack of Partner Engagement:** Workforce partners, including local workforce boards, economic development, education, and other service providers, were not engaged in the branding development process for the Virginia Works brand. As written, this feels inward-facing, rather than outward-facing toward customers.
- **Inconsistent Implementation:** The policy explicitly states that no partners will be required to adopt the brand, ensuring inconsistency and further confusion across the Commonwealth.

Brand identity is too important to move forward without broad engagement, careful planning, and true buy-in from workforce system partners. A rushed and unilateral approach will only weaken system credibility. For these reasons, **I strongly urge the Board to delay adoption of this policy until a more deliberate, inclusive process can be undertaken with full stakeholder input.**

Sincerely,

A handwritten signature in black ink that reads "Morgan Romeo".

Morgan Romeo
Executive Director



Title: Local Area Metrics

Background: The Secretary of Labor and the Governor’s Office have created key performance metrics for all workforce programs in Virginia. The six metrics that were identified are as follows:

All workforce programs in Virginia, including programs under other secretariats, are required to report outcomes related to these metrics on a quarterly basis to Virginia Works. These metrics are now being pushed to the Local Workforce Development Boards, separately from the federal performance measures that are required under WIOA Title I.

Considerations: The Secretary of Labor has presented to the Virginia Board of Workforce Development metrics for the Local Workforce Development Boards for “People Trained” and “Job Placements”. The Secretary of Labor recommended to the Virginia Board of Workforce Development that all Local Workforce Development Boards be required to increase each of these two metrics by 10% in PY2025 (July 1, 2025-June 30, 2026), as compared to PY2023 (July 1, 2023-June 30, 2024).

Here are the metrics for the GRWDB that were presented to the state board this week. Note that staff attempted to negotiate these measures (see Notes column).

Program	Metric	PY2023 Actual	PY2024 Preliminary	PY2025 Approved (SOL)	Negotiation
Adult	Job Placement	163	124	179	Loss of ARPA-funded programs and continued WIOA cuts have reduced capacity. Work-based learning outcomes are not reflected in metrics.
	People Trained	75	49	83	
DLW	Job Placement	10	9	11	System transitions and limited UI referrals hinder measurable improvement despite structural changes.
	People Trained	12	4	13	
Youth	Job Placement	33	35	36	Work experience is excluded from reported metrics.
	People Trained	9	0	10	

Staff would like GRWDB and CLEO Consortium to consider the following:

1. The metrics are state defined, but for local boards, the results are being “backed in” by federal performance measures because there is no system to capture the state measures.
2. This begs the question is there any consistency in how each of the 60+ programs are being measured. All programs were allowed the opportunity to “negotiate”. The Local Boards negotiations were not considered – there is no information on how the negotiations worked for other programs.



3. For the calculation, performance windows lag, so the timeframes being used include participants that have already exited – no ability to shape or control outcome of a past participant.
 - a. The job placement metric for this year includes data of those individuals that left the program between 7/1/24 – 6/30/25. For the people trained metric, the data includes individuals that left the program between 1/1/24 – 12/31/24. We cannot increase what has already happened.
 - b. Additionally, the people trained metric does not include any work-based learning (RA, OJT, WEX, IWT), which are priorities of the Administration. For example, our region had 210 work-based learning placements last year (the most in Virginia!) and none of those counted.

Action Recommended: No action needed. Information Only.



Title: PY2024 Year-in-Review

Background: PY2024 is the Program Year that ran from July 1, 2024, through June 30, 2025. This is the program year and fiscal year for the GRWDB.

Considerations: Staff will present the key performance indicators and achievements from the last program year. A full annual report will be developed and distributed after consultation from Beth Doughty, who is contracted to assist with the Communications Plan.

Action Recommended: No action needed. Information only.



Title: CLEO Consortium Focus Areas

Background: CLEO Consortium members are the key appointed elected official, or their designee, from each of the eight (8) localities in the Greater Roanoke region. CLEO Consortium members have the ears of their constituents and are heavily involved in their County or City business.

Considerations: This period of the agenda will allow CLEO Consortium members to highlight activities in their locality, communicate to the GRWDB and staff about needs that are ongoing in their communities, whether from the job seeker or the business perspective, or to bring to the attention of the GRWDB focus areas or interests from the CLEO member.

Action Recommended: No action needed. Information only.