



GRWDB & CLEO Consortium Meeting Agenda

December 17, 2025 – 9:00AM – 10:30AM

Virtual: <https://us06web.zoom.us/j/83592969143?pwd=kGltSbmWMWEK9rnWkRpMMr4m1eba7t.1>

I.	Welcome	Martha Hooker
II.	Public Comment	
III.	Consent Agenda <ul style="list-style-type: none">GRWDB & CLEO Consortium Meeting Minutes – 9/24/25Electronic Meeting Policy	Michael Gardner
IV.	FY2025 Single Audit Presentation	Robinson, Farmer, Cox Associates
V.	Old Business <ul style="list-style-type: none">PY2024 Transfer RequestExecutive Committee Appointment	Michael Gardner
VI.	Director's Report <ul style="list-style-type: none">Spanberger Labor Policy CommitteeStrategic Plan UpdateRegional Snapshots	Morgan Romeo
VII.	Committee Reports <ul style="list-style-type: none">Executive CommitteeFinance Committee<ul style="list-style-type: none">Locality Funding RequestsProgram Oversight Committee – <i>No Meeting</i>	Committee Chairs
VIII.	New Business <ul style="list-style-type: none">Quarterly Performance ReportStatewide Branding EffortCLEO Roundtable	Martha Hooker
IX.	Other Business	Michael Gardner
X.	Adjournment	





GRWDB & CLEO Consortium Meeting Minutes

September 24, 2025 – 9:00AM – 10:30AM

Roanoke Regional Chamber Offices

1948 Franklin Road SW, Suite 200, Roanoke, VA 24014

Chief Local Elected Officials (CLEO) Consortium				
Locality	Appointed	Present	Alternates	Present
Alleghany County	The Honorable Matt Garten		Ken McFadyen	X
Botetourt County	The Honorable Amy White	X	Gary Larrowe	X
City of Covington	The Honorable Fred Forbes	Virtual	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	

Greater Roanoke Workforce Development Board (GRWDB)			
Private Sector		Public Sector	
Jasmine Gallitan		Joseph Brinley	
Ruth Caul		Chuck Simpson	X
Jim Hungate		Abby Hamilton	
Jose Humberto Perez	Virtual	Karen Michalski	X
Maiya Ashby	X	Cynthia Lawrence	X
Richard Mansell		Stephanie Hoer	X
David Oliver		Heather Fay	X
Jeremy Adkins	X	Erin Burcham	X
Shay Whitlow	X	Patricia Franklin	
Sonya Charlow	X	Kimberly Dameron	X
Michael Gardner	X	Jessica Chenoweth	X
Carter Hardesty	X	Mike Ketron	X
Kristin Breakell	X	Jason Suhr	X
Tiffany Worstell		Dr. John Rainone	X
Tyler Giegel	X	Marilyn Herbert-Ashton	X
Jeff Hamley	X	Tiffany Richardson	X
Shane Rucker	X	Lindsay Webb	X
Kevin Price		Jeremy Holmes	X
Casey Nicely		Scott Tate	
Kenna Smith	X		

GRWDB Staff	Present
Morgan Romeo	X
Bobby Welch	X
Jackie Thomas	X

Stephanie Martin	X
Emma Howard-Woods	X
Toni McLawhorn	X

Guests	Present
Kimberly McIvor	X
Brad Turner-Litter	X

Welcome

Ms. Martha Hooker welcomed everyone to the joint meeting of the CLEO Consortium and the Greater Roanoke Workforce Development Board. Ms. Hooker called the meeting to order at 12:24pm and encouraged everyone to continue to eat their lunch as the meeting progressed.

Public Comment

Mr. Michael Gardner asked if there were any individuals that would like to make any comments during the public comment portion of the meeting. There were no individuals signed up to make public comment nor did any member in attendance wish to make public comment.

Consent Agenda

Mr. Gardner noted that the Consent Agenda was included on the agenda and items were included in the packet that was prepared for the meeting. Mr. Gardner asked if any members of the CLEO Consortium or the GRWDB would like to remove any items for further discussion. There were no requests for further discussion.

CLEO Consortium Action: A motion was made by Mr. Joseph Cobb to approve the consent agenda as presented. The motion was seconded by Mr. Hunter Holliday. The motion was carried by voice vote.

GRWDB Action: A motion was made by Dr. John Rainone to approve the consent agenda as presented. The motion was seconded by Ms. Karen Michalski. The motion was carried by voice vote.

Federal Landscape Update

Mr. Gardner introduced Brad Turner-Little, President & CEO of the National Association of Workforce Boards (NAWB). Mr. Turner-Little provided the meeting attendees with an overview of the federal landscape related to workforce development with the passage of the “One Big Beautiful Bill” and the federal shutdown, as well as what to look forward to in the upcoming budget and legislative discussions.

Old Business

Strategic Plan Update

Mr. Gardner noted the inclusion in the packet of a dashboard related to the strategic plan and the implementation of the plan’s goals and strategic actions. Mr. Gardner went through the items and noted progress that had taken place and led discussion and questions on the progress so far as well as upcoming projects and implementation.

Committee Appointments

Mr. Gardner referenced the background information on two committees of the Board that needed additional appointments, including the Finance Committee and the Communications & Outreach Committee. Mr. Gardner noted that this would be GRWDB action only. A slate of appointments was presented as follows:

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

GRWDB Action: A motion was made by Ms. Karen Michalski to approve the Committee appointments are presented. The motion was seconded by Mr. Jeremy Adkins. The motion was carried by a voice vote.

Director's Report

Systemwide Branding

Ms. Morgan Romeo presented the Director's report to the Board which included an update on a new implementation project of the new Department of Workforce Development and Advancement, which was to eliminate the Virginia Career Works brand and move to rebrand the workforce system under the Virginia Works nomenclature. Ms. Romeo presented the Board with the updated Virginia Board of Workforce Development Policy that was approved the previous week at the quarterly meeting of the state board, and the written public comment that Ms. Romeo submitted to the state board regarding the proposed brand change. Discussion was held amongst the members regarding the impact of the proposed changes, the funding that will be needed, potential barriers or challenges to implementation and the effects of new incoming administration on the implementation.

Local Area Metrics

Ms. Romeo also presented information on another topic of discussion from the state workforce board meeting which was the first version of a regional snapshot of "performance" metrics for each local workforce development board. Ms. Romeo noted the discrepancies in the data and expressed concern about the rollout of the project that was not fully accurate. The meeting attendees discussed the parameters of the data and requested that the final regional snapshot be brought back to the attendees for review.

Committee Reports

Executive Committee

There was no report from the Executive Committee at the meeting.

Finance Committee

There was no report from the Finance Committee at the meeting.

Program Oversight Committee

Mr. Gardner noted that there would normally be a report from the Program Oversight Committee but that Ms. Abby Hamilton was not in attendance and therefore there would not be a report.

New Business

PY2024 Year-in-Review

Ms. Romeo presented to the Board data and outcomes from the previous program year of implementation to the meeting attendees. Discussion was had around the presentation and questions were asked regarding the data. The meeting attendees noted that success stories were important and that they would like to continue seeing these at meetings to remind the organization of the good work that is occurring. [The full presentation to the Board can be found at this link.](#)

CLEO Consortium – Focus Areas

Ms. Hooker opened up the meeting for discussion topics from each of the localities in attendance at the meeting, regarding priorities for workforce development in their locality, big wins that have occurred, or other notable topics. Ms. Hooker started the conversation discussing the success of the industry tours that Roanoke County has been conducting for teachers, guidance counselors, and other relevant staff to learn more about industry needs and touring local employers to showcase career pathway opportunities for students. Ms. Lindsey Webb echoed the comments made by Ms. Hooker on Roanoke County and also thanked the GRWDB for assisting with upcoming tours for Manufacturing Day the first week of October that will transport students to local manufacturers to learn about career opportunities as well as other work-based learning opportunities. Other localities chimed in with success stories, economic development wins, and other workforce development opportunities.

Other Business

There was no other business presented to the members for discussion.

Adjournment

The meeting was adjourned at 2:02pm.

Policy: ELECTRONIC MEETING POLICY
Policy #:
Category: Administrative

Original Date: 9/22/2022
Revision Date: 12/17/2025

Purpose:

The purpose of this policy is to establish procedures for the use of electronic communication and all-virtual meetings by the Greater Roanoke Workforce Development Board (GRWDB), the Chief Local Elected Officials (CLEO) Consortium for Local Workforce Development Area 3 in the Commonwealth of Virginia, and any taskforce, committee, or sub-group of the GRWDB or the CLEO Consortium. This policy will assist the organization in remaining in compliance with the Freedom of Information Act, including §2.2-3708, 2.2-3708.2, and 2.2-3708.3 of the Code of Virginia. This policy is intended to promote transparency, ensure meaningful public access to meetings, and provide limited flexibility for electronic participation when permitted by law, while maintaining the integrity of the Board's governance, deliberations, and decision-making process.

Policy:

Members of the GRWDB, CLEO Consortium, and its committees, taskforces, or sub-groups may hold all-virtual public meetings as permitted by Virginia Code §2.2-3708.3, not to exceed two (2) meetings or 25 percent of the meetings held per calendar year (rounded up), whichever is greater, and not consecutively.

The GRWDB will follow the below listed requirements when holding all-virtual meetings:

1. An indication of whether the meeting will be an in-person or all-virtual public meeting shall be included in the required meeting notice along with a statement notifying the public that the method by which a public body chooses to meet shall not be changed unless the public body provides a new meeting notice in accordance with the provisions of §2.2-3707. The meeting notice shall also state that members of the public body will be participating by electronic communication means.
2. Public Access to the all-virtual public meeting is provided via electronic communication means.
3. The electronic communication means used allows the public to hear all members of the public body participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the public body as well.
4. A phone number or other live contact information is provided to alert the public body if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public.
5. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of a public body for a meeting is made available to the public in

electronic format at the same time that such materials are provided to members of the public body.

6. Public comment shall be accepted in real time during the meeting and/or through written electronic submissions received prior to or during the meeting, consistent with the Board's standard public comment practices.
7. No more than two members of the public body are together in any one remote location unless that remote location is open to the public to physically access it.
8. If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the public body votes to certify the closed meeting as required by Virginia Code 2.2-3712.
9. The public body does not convene an all-virtual public meeting (i) more than two times per calendar year, or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting.
10. Minutes of all-virtual public meetings held by electronic communication means are taken as required by Virginia Code 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted, such disapproval shall be recorded in the minutes with specificity. The minutes shall reflect that the meeting complied with the requirements of Virginia Code § 2.2-3708.3.

Remote participation will be allowed for members that request remote participation. Members should request as far in advance as practicable, and no later than three (3) business days when feasible. Such requests must be sent to the Executive Director of the GRWDB. GRWDB members may utilize remote participation no more than two (2) times per calendar year. The GRWDB member must state the rationale for using remote participation which includes the following allowable reasons:

1. The GRWDB member has a temporary or permanent disability or other medical condition that prevents the member's physical attendance.
2. A medical condition of the GRWDB member or the GRWDB member's family requires the GRWDB member to provide care that prevents the GRWDB member's physical attendance.
3. The GRWDB member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or
4. The member is unable to attend the meeting due to a personal matter and identifies with reasonable specificity the nature of the personal matter, without requiring disclosure of confidential or sensitive personal information.

Should any members of the GRWDB exercise this flexibility for remote participation, the GRWDB shall record in its minutes the remote location from which the GRWDB member participated. The remote location shall be identified by a general description sufficient to satisfy FOIA requirements and need not be open to the public.

If participation is approved, the public body shall also include in its minutes the fact that the member participated through electronic communication means due to a (i) temporary or permanent disability or other medical condition that prevented the GRWDB member's physical attendance, (ii) family member's medical condition that required the GRWDB member to provide care for such family member, thereby preventing the GRWDB member's physical attendance. If remote participation is approved pursuant to subdivision 3, the public body shall also include in its minutes the fact that the GRWDB member participated through electronic communication means due to the distance between the GRWDB member's principal residence and the meeting location. If participation is approved pursuant to subdivision 4, the public body shall also include in its minutes the specific nature of the personal matter cited by the GRWDB member. If the GRWDB member's participation from a remote location is disapproved, such disapproval shall be recorded in the minutes with specificity.



ROBINSON, FARMER, COX ASSOCIATES, PLLC

Certified Public Accountants

To the Board of Directors
Greater Roanoke Workforce Development Board

We have audited the financial statements of the Greater Roanoke Workforce Development Board for the year ended June 30, 2025, and we will issue our report thereon dated November 26, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards (and, if applicable, *Government Auditing Standards* and the Uniform Guidance), as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 25, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Greater Roanoke Workforce Development Board are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the fiscal year. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements were:

The disclosure of grant concentrations disclosed in Note 3 to the financial statements.

The disclosure of operating lease in Note 4 to the financial statements.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. A listing of our recommended audit adjustments is attached hereto.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated November 26, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Organization’s financial statements or a determination of the type of auditor’s opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of management and the Board of Directors of the Greater Roanoke Workforce Development Board and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

A handwritten signature in cursive script that reads "Robinson, Farmer, Cox Associates".

Robinson, Farmer, Cox Associates
November 26, 2025

Client: **062307.AUDIT - Greater Roanoke Workforce Development Board**
Engagement: **Aud 2025 - Greater Roanoke Workforce Development Board**
Period Ending: **6/30/2025**
Trial Balance: **TB-01 - Trial Balance**
Workpaper: **N-02 - Adjusting Journal Entries Report**

Account	Description	W/P Ref	Debit	Credit
Adjusting Journal Entries JE # 1		TB-03		
Proposed entry to reconcile beginning balanced (PBC)				
32000	Unrestricted Net Assets		442.00	
65020	Operations:Marketing & Outreach			135.00
65100	Operations:Membership Dues			25.00
69030	Youth Services:WEX and OJT			282.00
Total			442.00	442.00
Adjusting Journal Entries JE # 2		R-20		
Proposed entry to reclass receivables for reporting purposes				
11500	Accrued Revenue		77,696.00	
11400	Grants Receivable			77,696.00
Total			77,696.00	77,696.00
Adjusting Journal Entries JE # 3		L-02		
Proposed entry to post lease assets and liabilities at year end				
18710	Right to use assets		530,133.00	
62810	Facilities and Equipment:Rent & Leases		3,640.00	
18715	Accumulated amortization Right			85,506.00
26000	Operating Lease Liabilities			448,267.00
Total			533,773.00	533,773.00
Adjusting Journal Entries JE # 4		R-23b		
Proposed entry to reclass rental income recieved in advance				
43000	Revenue:Rent Revenue		7,069.00	
20125	Deferred Revenue			7,069.00
Total			7,069.00	7,069.00

GREATER ROANOKE WORKFORCE DEVELOPMENT BOARD

FINANCIAL REPORT

FOR THE YEAR ENDED JUNE 30, 2025

GREATER ROANOKE WORKFORCE DEVELOPMENT BOARD
FINANCIAL REPORT
FOR THE YEAR ENDED JUNE 30, 2025

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Independent Auditors' Report

**To the Members of the Board of Directors
Greater Roanoke Workforce Development Board
Roanoke, Virginia**

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of the Greater Roanoke Workforce Development Board (a nonprofit organization), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Greater Roanoke Workforce Development Board as of June 30, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Greater Roanoke Workforce Development Board and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Greater Roanoke Workforce Development Board's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Greater Roanoke Workforce Development Board's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Greater Roanoke Workforce Development Board's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated November 26, 2025, on our consideration of the Greater Roanoke Workforce Development Board's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Greater Roanoke Workforce Development Board's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Greater Roanoke Workforce Development Board's internal control over financial reporting and compliance.

Robinson, Farmer, Cox Associates

Blacksburg, Virginia
November 26, 2025

Greater Roanoke Workforce Development Board
Statement of Financial Position
At June 30, 2025

Assets

Current Assets:

Cash and cash equivalents	\$ 147,338
Accounts receivable	77,696
Grants receivable	118,005
Prepaid expenses	11,413
Customer deposit	<u>8,920</u>

Total Current Assets	\$ <u>363,372</u>
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Noncurrent Assets:

Right-of-use asset	\$ <u>444,627</u>
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Total Assets	\$ <u>807,999</u>
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Liabilities

Current Liabilities:

Accounts payable	\$ 64,800
Payroll liabilities	23,066
Deferred revenue	7,069
Compensated absences	58,748
Current portion of lease liability	<u>100,775</u>

Total Current Liabilities	\$ <u>254,458</u>
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Noncurrent Liabilities:

Long-term lease liability, less current portion	\$ <u>347,492</u>
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Total Liabilities	\$ <u>601,950</u>
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Net Assets

Net assets without donor restrictions:

Board designated rent reserves	\$ 17,840
Undesignated	<u>188,209</u>

Total Net Assets	\$ <u>206,049</u>
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Total Liabilities and Net Assets	\$ <u><u>807,999</u></u>
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The accompanying notes to the financial statements are an integral part of this statement.

Greater Roanoke Workforce Development Board
Statement of Activities
For the Year Ended June 30, 2025

	Without Donor Restrictions
Support and Revenue	
Support:	
Federal grants	\$ 2,145,031
State grants	40,911
Miscellaneous	48,668
Donations and contributions	34,566
Partner grants	100,751
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<i>Total Support</i>	\$ 2,369,927
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Revenue:	
Rental revenue (including reimbursed costs)	\$ 95,948
Interest income	6,399
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<i>Total Revenue</i>	\$ 102,347
	<hr/>
Total Support and Revenue	\$ 2,472,274
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Expenses	
Program Services:	
Workforce investment program	\$ 2,371,504
Supporting Services:	
Management and general	124,651
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Total Expenses	\$ 2,496,155
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Change in Net Assets	\$ (23,881)
Net Assets, July 1, 2024	229,930
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Net Assets, June 30, 2025	\$ 206,049
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The accompanying notes to the financial statements are an integral part of this statement.

Greater Roanoke Workforce Development Board
Statement of Functional Expenses
For the Year Ended June 30, 2025

	<u>Program Services</u>	<u>Supporting Services</u>	
	Workforce Investment Program	Management and General	Total
Payroll	\$ 1,087,139	\$ 57,677	\$ 1,144,816
Program services	845,037	-	845,037
Contract services	41,925	12,500	54,425
Insurance	4,142	1,440	5,582
Facilities and equipment	193,404	5,737	199,141
Operations	71,323	11,613	82,936
Miscellaneous	3,381	2,305	5,686
Advertising costs	155	188	343
Travel and meetings	14,391	1,177	15,568
Legal and accounting	12,088	25,410	37,498
Information technology	64,311	6,255	70,566
Outreach	34,208	349	34,557
Total	\$ <u>2,371,504</u>	\$ <u>124,651</u>	\$ <u>2,496,155</u>

Greater Roanoke Workforce Development Board
Statement of Cash Flows
For the Year Ended June 30, 2025

Cash Flows from Operating Activities:

Changes in net assets	\$ (23,881)
Adjustments to reconcile change in net assets to net cash provided by (used for) operating activities:	
(Increase) decrease in receivables	29,419
(Increase) decrease in right-of-use asset	(444,627)
(Increase) decrease in prepaid expenses	(11,413)
(Increase) decrease in customer deposit	(8,920)
Increase (decrease) in accounts payable	(120,960)
Increase (decrease) in payroll liabilities	1,998
Increase (decrease) in refundable advance	(1,586,728)
Increase (decrease) in compensated absences	(14,422)
Increase (decrease) in operating lease liability	448,267
Increase (decrease) in deferred revenue	<u>7,069</u>
Net cash provided by (used for) operating activities	\$ <u>(1,724,198)</u>
Net increase (decrease) in cash and cash equivalents	\$ (1,724,198)
Cash and cash equivalents July 1, 2024	<u>1,871,536</u>
Cash and cash equivalents June 30, 2025	<u><u>\$ 147,338</u></u>

The accompanying notes to the financial statements are an integral part of this statement.

Greater Roanoke Workforce Development Board
Notes to the Financial Statements
At June 30, 2025

Note 1 - Summary of Significant Accounting Policies:

A. Nature of Activities:

The Greater Roanoke Workforce Development Board, Inc. is a nonprofit Virginia corporation organized to provide workforce training for the public through grants and to administer Workforce Investment and Opportunity Act Funds. Through the process of administering Workforce Investment and Opportunity Act Funds, the Greater Roanoke Workforce Development Board is able to cover the majority of corporate general and administrative costs under the Workforce Investment and Opportunity Act grant as related to the overall workforce development initiatives undertaken by the board. Grant program costs are covered by each grant individually.

B. Basis of Accounting:

The Organization's financial statements are prepared on the accrual basis of accounting in accordance with generally accepted accounting principles and reflect all significant receivables, payables and other liabilities.

C. Basis of Presentation:

The Organization is required to report information regarding its financial position and activities according to the following two classes of net assets based on the existence or absence of donor-imposed restrictions:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of management and the board of directors. At June 30, 2025, the Organization had net assets without donor restrictions of \$188,209.

Net assets with donor restrictions - The portion of net assets of the Board that is subject to either donor-imposed time restrictions or donor-imposed purpose restrictions. These restrictions limit the Board's choices when using these resources because the Board has a fiduciary responsibility to its donors to follow the donor's instructions. As of and for the year ending June 30th, the board did not have any nets assets with donor-imposed restrictions.

D. Cash and Cash Equivalents:

The Organization considers all highly liquid debt instruments with an original maturity of three months or less from the date of acquisition to be cash and cash equivalents.

E. Income Taxes:

The Greater Roanoke Workforce Development Board is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and the tax statutes of the Commonwealth of Virginia, but is required to pay income taxes on unrelated business income. The Organization has been determined by the Internal Revenue Service not to be a private foundation within the meaning of Section 509(a) of the Code. Federal taxes on unrelated income, if applicable, are provided at statutory rates.

Greater Roanoke Workforce Development Board
Notes to the Financial Statements
At June 30, 2025 (Continued)

Note 1 - Summary of Significant Accounting Policies: (Continued)

F. Use of Estimates:

The preparation of financial statements in conformity with general accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Accordingly, actual results could differ from those estimates.

G. Revenue Recognition:

All contributions are considered to be available for use without donor restrictions unless specifically restricted by the donor. Support that is restricted by the donor is reported as an increase in net assets without donor restriction if the restriction expires in the reporting period in which the support is recognized. All other donor restricted support is reported as an increase in net assets with donor restriction, depending on the nature of the restrictions.

The Organization receives various grants from state, local and private agencies for program and supporting services. These grants are generally on a cost reimbursement basis. Revenues from grants that are on a cost reimbursement basis are recognized in the statement of activities when expenses are made for the purpose specified. Grant funds received in advance that meet the definition of conditional contributions are reported as a refundable advance initially and will be recognized as revenue when the related barriers have been overcome. If the barriers are not met, funds would need to be returned to contributor.

H. Donated Services:

Volunteers have donated time to the Organization's program services. However, no value has been reflected in the financial statements for these services unless they either a) create or enhance a non-financed asset or b) require specialized knowledge and skills that would typically need to be purchased if not contributed.

I. Advertising Costs:

The Organization expenses advertising costs as they are incurred.

J. Functional Allocation of Expenses:

The costs of providing programs and supporting services have been summarized on a functional basis in the Statement of Functional Expenses. The Organization has no fundraising expense. The Organization directly allocates expenses to the various functions.

K. Measure of Operations:

The statement of activities reports all changes in net assets, including changes in net assets from operating and nonoperating activities. Operating activities consist of those items attributable to the Board's primary ongoing activities and interest earned on investments. Nonoperating activities are limited to other activities considered to be of a more unusual or nonrecurring nature.

Greater Roanoke Workforce Development Board
Notes to the Financial Statements
At June 30, 2025 (Continued)

Note 1 - Summary of Significant Accounting Policies: (Continued)

L. Leases:

The Greater Roanoke Workforce Development Board determines if an arrangement is or contains a lease at inception. Leases are included in right-of-use (ROU) assets and lease liabilities in the statement of financial position. ROU assets and lease liabilities reflect the present value of the future minimum lease payments over the lease term, and ROU assets also include prepaid or accrued rent. Operating lease expense is recognized on a straight-line basis over the lease term. The Greater Roanoke Workforce Development Board does not report ROU assets and lease liabilities for its short-term leases (leases with a term of 12 months or less). Instead, the lease payments of those leases are reported as lease expense on a straight-line basis over the lease term.

Note 2 - Grants Receivable:

The following is a summary of grants receivable as of June 30, 2025:

Receivable in less than one year	\$ <u>118,005</u>
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Note 3 - Concentrations:

The Organization received approximately 91% of its total support and revenue from grants that originate from the Federal Government. Any reduction in this funding source would significantly impact the Organization's ability to continue operations.

Note 4 - Operating Lease:

The Greater Roanoke Workforce Development Board evaluated current contracts to determine which met the criteria of a lease. The right-of-use (ROU) asset represents the Greater Roanoke Workforce Development Board's right to use the underlying asset for the lease term, and the lease liability represents the Greater Roanoke Workforce Development Board's obligation to make lease payments arising from the lease. The ROU asset and lease liability, all of which arise from operating leases, were calculated based on the present value of future lease payments over the lease term. The Greater Roanoke Workforce Development Board has made an accounting policy election to use its incremental borrowing rate of 5% to discount future lease payments for agreements that do not contain an implicit rate. The weighted average discount rate for operating lease was 2% at year end and the weighted average remaining lease term at year end was 5 years.

The Greater Roanoke Workforce Development Board's operating lease consists of a real estate lease for training facility space. Lease terms exclude any extension options that the Greater Roanoke Workforce Development Board is not reasonably certain to exercise. Therefore, the payments associated with any potential extensions are not included in the ROU asset nor the lease liability recognized as of June 30, 2025. For the year ended June 30, 2025, total operating lease expense was \$92,839, while cash payments totaled \$89,199. There were no noncash investing and financing transactions related to .

Greater Roanoke Workforce Development Board
Notes to the Financial Statements
At June 30, 2025 (Continued)

Note 4 - Operating Lease: (Continued)

Future maturities of lease liabilities are presented in the following table:

Year Ending June 30,	
2026	\$ 108,823
2027	110,999
2028	113,219
2029	115,483
2030	19,310
Total lease payments	\$ 467,834
Less present value discount	(19,567)
Total lease obligations	\$ 448,267

Note 5 - Operating Lease Commitment:

The Organization subleases office space under the operating lease. All of these leases are to Organizations that assist the Board in carrying out their mission and these organizations may receive payments from the Board as vendors providing services to the Board. Total rental income related to these operating leases amounted to \$26,660 for the year ended June 30, 2025. Future minimum lease payments to be received by fiscal year are:

Year Ending June 30,	Rental Payment
2026	\$ 80,647
2027	82,663
2028	84,729
2029	86,848
2030	14,714
Total	\$ 349,601

Greater Roanoke Workforce Development Board
Notes to the Financial Statements
At June 30, 2025 (Continued)

Note 6 - Availability and Liquidity:

The Organization monitors its liquidity so that it is able to meet its operating needs and other contractual commitments while attempting to maximize the investment of its excess operating cash. The Organization has the following financial assets that could readily be made available within one year of the balance sheet to fund expenses without limitations:

Financial Assets at Year End:	
Cash and cash equivalents	\$ 147,338
Grants and accounts receivable	195,701
	<hr/>
Financial assets available to meet general expenditures over the next twelve months	\$ 343,039
	<hr/>

The Organization does not have a formal policy related to investing excess cash and maintaining balances but strives to keep investments in highly liquid accounts that are readily convertible to cash should a need arise.

Note 7 - Contingent Liabilities:

Federal programs in which the Organization participates were audited in accordance with the provisions of U.S. Office of Management and Budget's Uniform Guidance. Pursuant to the provisions of this circular all major programs and certain other programs were tested for compliance with applicable grant requirements. While no matters of noncompliance were disclosed by audit, the Federal Government or primary recipients (such as the City of Roanoke) may subject grant programs to additional compliance tests, which may result in disallowed expenditures. In the opinion of management, any future disallowances of current grant program expenditures, if any, would be immaterial.

Note 8 - Compensated Absences:

The Organization allows employees to accrue vacation leave. Employees earn vacation (annual) leave based on their number of years of service. Accumulated leave up to a maximum of 30 days is paid upon termination. At year end, the Organization's accrued leave liability totaled \$58,748.

Note 9 - Board Designations:

The Board has established a rent reserve in the amount of \$17,840 (rent for two months) as of June 30, 2025.

Note 10 - Property and Equipment:

As of June 30, 2025, the Board reported right of use assets with a net value of \$444,627 (gross value of \$530,133 less amortization of \$85,506).

Note 11 - Date of Management's Review:

The Organization has evaluated events and transactions for potential recognition or disclosure through November 26, 2025, the date which the financial statements were available to be issued in accordance with U.S. generally accepted accounting principles.



ROBINSON, FARMER, COX ASSOCIATES, PLLC

Certified Public Accountants

Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

**To the Members of the Board of Directors
Greater Roanoke Workforce Development Board
Roanoke, Virginia**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Greater Roanoke Workforce Development Board (a nonprofit organization), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated November 26, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Greater Roanoke Workforce Development Board's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Greater Roanoke Workforce Development Board's internal control. Accordingly, we do not express an opinion on the effectiveness of the Greater Roanoke Workforce Development Board's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Greater Roanoke Workforce Development Board's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Robinson, Farmer, Cox Associates

Blacksburg, Virginia

November 26, 2025



**Independent Auditors' Report on Compliance for Each Major Program
and on Internal Control over Compliance Required by the Uniform Guidance**

**To the Members of the Board of Directors
Greater Roanoke Workforce Development Board
Roanoke, Virginia**

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited the Greater Roanoke Workforce Development Board's compliance with the types of compliance requirements identified as subject to audit in the OMB Compliance Supplement that could have a direct and material effect on each of the Greater Roanoke Workforce Development Board's major federal programs for the year ended June 30, 2025. The Greater Roanoke Workforce Development Board's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Greater Roanoke Workforce Development Board complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2025.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Greater Roanoke Workforce Development Board and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Greater Roanoke Workforce Development Board's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Greater Roanoke Workforce Development Board's federal programs.

Auditors' Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Greater Roanoke Workforce Development Board's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance

requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Greater Roanoke Workforce Development Board's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Greater Roanoke Workforce Development Board's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Greater Roanoke Workforce Development Board's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Greater Roanoke Workforce Development Board's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Robinson, Farmer, Cox Associates

Blacksburg, Virginia
November 26, 2025

Greater Roanoke Workforce Development Board
Schedule of Expenditures of Federal Awards
For the Year Ended June 30, 2025

Federal Grantor/ Pass-Through Grantor/ Program or Cluster Title	Federal Assistance Listing Number	Pass-Through Entity Identifying Number	Federal Expenditures
Department of Labor:			
Pass-through payments:			
City of Roanoke, Virginia:			
Workforce Innovation and Opportunity Act Cluster (WIOA):			
WIOA Adult Program	17.258	23A55AT000020/24A55AT00008 5/24A55AA000008	\$ 375,029
WIOA Youth Activities	17.259	23A55AY000030/24A55AY00010 8/24A55AA000007	408,442
WIOA Dislocated Worker Formula Grants	17.278	23A55AW000023/224A55AW000 090	312,364
Total Workforce Innovation and Opportunity Act Cluster			\$ 1,095,835
Total Department of Labor			\$ 1,095,835
Appalachian Regional Commission (ARC)			
Direct:			
Appalachian Regional Development - Inspire	23.001	Not applicable	\$ 39,529
Total Appalachian Regional Commission (ARC)			\$ 39,529
United States Department of Health and Human Services			
Pass-through payments:			
Virginia Department of Social Services:			
Temporary Assistance for Needy Families	93.558	BEN-24-002-06	\$ 510,981
Total Department of Health and Human Services			\$ 510,981
Department of Treasury			
Pass-through payments:			
City of Roanoke, Virginia:			
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	Not available	\$ 409,306
Total Department of Treasury			\$ 409,306
Corporation for National and Community Service			
Pass-through payments:			
Virginia Department of Social Services:			
AmeriCorps State and National	94.006	CVS-24-044-09	\$ 95,779
Total Corporation for National and Community Service			\$ 95,779
Total Expenditures of Federal Awards			\$ 2,151,430

Notes to Schedule of Expenditures of Federal Awards

NOTE 1--BASIS OF PRESENTATION:

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of the Greater Roanoke Workforce Development Board under programs of the federal government for the year ended June 30, 2025. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Greater Roanoke Workforce Development Board it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Greater Roanoke Workforce Development Board.

NOTE 2--SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

NOTE 3--SUBRECIPIENTS:

The Board did not have any subrecipients for the year ended June 30, 2025.

NOTE 4--INDIRECT COST RATE:

The Greater Roanoke Workforce Development Board has elected not to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.

NOTE 5--RELATIONSHIP TO THE FINANCIAL STATEMENTS:

Federal expenditures, revenues, and contributions are reported in the Organization's financial statements as follows:

Intergovernmental federal revenues per the financial statements:

Federal grants	\$ 2,145,031
Interest income	6,399
Total federal expenditures per the Schedule of Expenditures of Federal Awards	\$ 2,151,430

Greater Roanoke Workforce Development Board

Schedule of Findings and Questioned Costs
For the Year Ended June 30, 2025

Section I - Summary of Auditors' Results

Financial Statements

Type of auditors' report issued:	Unmodified
Internal control over financial reporting:	
Material weakness(es) identified?	No
Significant deficiency(ies) identified?	None reported
Noncompliance material to financial statements noted?	No

Federal Awards

Internal control over major programs:	
Material weaknesses identified?	No
Significant deficiencies identified?	None reported
Type of auditors' report issued on compliance for major programs:	Unmodified
Any audit findings disclosed that are required to be reported in accordance with 2 CFR Section 200.516(a)?	No

Identification of major programs:

<u>Assistance Listing #</u>	<u>Name of Federal Program or Cluster</u>	
17.258/17.259/17.278	Workforce Innovation and Opportunity Act Cluster	
Dollar threshold used to distinguish between Type A and Type B programs		\$750,000
Auditee qualified as low-risk auditee?		Yes

Section II - Financial Statement Findings

None

Section III - Federal Award Findings and Questioned Costs

None

Section IV - Status of Prior Audit Findings

None

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	March 2026	In Progress	Working with Beth Doughy LLC and Carrie Cousins LLC – contract began October 1, 2025. Meeting set for January 2026 with staff.
	Develop messaging guidelines for staff to deliver to different audiences including consistent core message on mission.	Communications & Outreach Committee	March 2026	In Progress	Contract is running October 1, 2025 – March 31, 2026.
	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	Complete	Final template and first report presented December 2025.
	Report performance dashboard at each quarterly meeting.	Executive Committee	December 2025	Complete.	Will be reporting at each meeting going forward.
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	March 2026	In Progress	Working with Beth Doughy LLC and Carrie Cousins LLC – contract began October 1, 2025.
	Build and implement a communication plan for advocacy to local and state lawmakers.	Communications & Outreach Committee	March 2026	In Progress	Working with Beth Doughy LLC and Carrie Cousins LLC – contract began 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	Complete.	Contract executed with LeadPoint Digital beginning 11/1/2025 and running through 6/30/2025.
	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	In Progress.	Website maps have been developed and currently reviewing content for transition. LeadPoint is mapping out new structures and templates.
	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	Currently reviewing JobsEQ API protocol with LeadPoint Digital – current subscription includes API language for widgets of current data including Industry/Occupation demands, Demographics, etc. that can be molded and made visually appealing by LeadPoint Digital.
	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	In Progress.	Due to locality funding request, and ideas from Finance Committee, post-December meeting – will begin scheduling presentations to coincide with locality request.
	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 2028 and set goals for	Secure funding from all eight localities using methodology and amounts approved by CLEO Consortium.	Finance Committee	June 2026	In Progress.	Finance Committee met in October 2025 and made plan for request to present at December 2025 meeting of GRWDB and CLEO. Some requests have already been sent in via external entity channels.

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		
	<i>Explore AmeriCorps VISTA position for grant-writing and capacity building.</i>	<i>Finance Committee</i>	<i>N/A</i>		<i>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.</i>
	Research and apply for federal, state, and other discretionary funding to support GRWDB's mission and target programs.	Finance Committee	June 2026	In Progress.	Looking into funding through GO Virginia for several projects as well as waiting for several projected federal funding projects to be released.
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	In progress.	Meeting set for January 2026 to discuss contract execution for ATLAS referral system.
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	In Progress.	Currently developing to showcase for January 2026 sector strategy meeting of Manufacturing employers.
	Train chambers of commerce, economic development, and other business-facing stakeholders on sector strategy model.	Program Oversight Committee	March 2026	In Progress.	Meeting set for January 2026 prior to Manufacturing sector strategy roundtable to train chambers of commerce and economic developers on the process.
	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	In Progress.	Convening first sector strategy group – Manufacturing – in January 2026. Working with Chambers of Commerce and local and regional economic development groups.
	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	In Progress.	Looking into GO Virginia grants to support this effort and potentially apply February 2026.

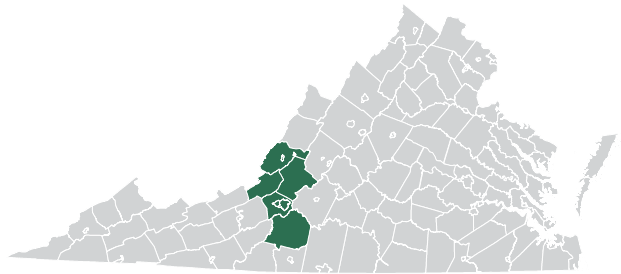
Virginia Workforce System Metrics: Regional Snapshot

July 1, 2024 - June 30, 2025

Greater Roanoke

The purpose of Virginia’s Workforce Ecosystem Metrics Regional Snapshot is to display regional-level performance. The snapshot is not intended to compare programs against each other. Factors such as varying funding levels, differences in regional economies, statutory purposes of programs, varying demographics of populations served would minimize value in making comparisons. The report is instead intended to provide an informational snapshot of how various workforce programs provide collective impact at a regional level.

REGIONAL SNAPSHOT



Population: 335,294



Educational Attainment

Less than High School	8%
High School Diploma	33%
Some College/Certification	20%
Associate’s Degree	9%
Bachelor’s Degree & above	30%

59%


Labor Force
Participation Rate

\$1,167

Average Weekly
Wage

Top 5 Industries	Penetration Rate
Health Care and Social Assistance	5%
Manufacturing	28%
Retail Trade	6%
Accommodation and Food Services	6%
Educational Services	24%

SIX CORE METRICS*

Workforce Partner	Virginia Works/Local Workforce Development Board			Virginia Department of Education	Virginia Works	Department for Aging and Rehabilitative Services	Department for Blind and Vision Impaired
	Title I			Title II Adult Education	Title III Employment Services Program	Title IV Vocational Rehabilitation	
	Adult Allocated <small>(July 2024)</small> \$364,275	Dislocated Worker Allocated <small>(July 2024)</small> \$296,805	Youth Allocated <small>(July 2024)</small> \$363,796				
Goal	To strengthen and improve the public workforce system through collaboration, brokering and convening; and to help employers attract and retain a skilled workforce while providing jobseekers on ramps to high-quality jobs and careers.			Serves adults with foundational learning needs to improve their academic, English language, civics, employability, and occupational skills.	Connect employers with a qualified workforce	Improve the employment outcomes of Virginians with disabilities	Improve the employment outcomes of Virginians who are blind, vision impaired, or deafblind.
1 Job Placement	125	9	35	Data not yet available	2,029	115	13
2 People Trained	49	—	7	Data not yet available	NA	139	22
3 Program Cost	\$326,807	\$324,905	\$435,571	Data not yet available	Data not yet available	Data not yet available	Data not yet available
4 Program Cost							
per Participant	\$1,379	\$64,981	\$8,376	Data not yet available	Data not yet available	Data not yet available	Data not yet available
per Job Placement	\$2,614	\$36,101	\$12,445	Data not yet available	Data not yet available	Data not yet available	Data not yet available
5 Progressed Wage Growth	Data not yet available	Data not yet available	Data not yet available	Data not yet available	Data not yet available	Data not yet available	Data not yet available
6 Job Retention	80%	67%	71%	Data not yet available	63%	Data not yet available	Data not yet available

* Link to the Six Core Metrics Definitions
— Served fewer than 6

WORKFORCE ACTIVITIES	
<div>Client Traffic</div> <div>2,311*</div> <div>(Number of visits to an American Job Center or outreach locations. Client may receive staff assisted services or self-services. Clients may make multiple visits.)</div>	<div>Unique Clients Served</div> <div>1,498</div> <div>(Number of unique clients provided with staff assisted services)</div>

*The Roanoke Center, the main comprehensive Center, was closed from 7/1/2024 through 3/18/2025. This traffic in the Centers only represents 3.5 months of the comprehensive Center being open, with a full year of data from the Covington Center, the smaller affiliate in Covington, VA. Services were provided through other locations, including libraries, community centers, and other community outposts, as well as virtually during this time.

JOB SEEKER ACTIVITIES - Virginia Works Staff Assisted (unduplicated individuals)			
<div>Registered Apprenticeship Program</div> <div>518 active apprentices</div> <div>80 active employer sponsors</div>	<div>Resume Preparation Assistance</div> <div>810</div>	<div>Job Search Assistance</div> <div>1,203</div>	<div>Labor Market Information or Career Guidance Planning</div> <div>530</div>

JOB SEEKER ACTIVITIES - Staff assisted VDOE Adult Education	
<div>Measurable Skills Gain</div> <div>Data not Available</div> <div>The total number of Measurable Skills Gains (academic and employability skills) earned by all participants enrolled in the region. Participants can earn multiple MSGs.</div>	<div>Enrollment in Integrated Education and Training (IET) and Workplace Adult Literacy</div> <div>Data not Available</div>



BUSINESS SERVICE ACTIVITIES		
<div>Strategic Outreach and Talent Pipeline Development Activities</div> <div>1,187</div> <div>Total number of businesses that received information on workforce system, consulting services, engaged in strategic economic development activities, or were provided with recruitment services.</div>	<div>Training Services</div> <div>124</div> <div>Total number of businesses provided with Incumbent Worker Training, Customized Training, On-the-Job Training, or Registered Apprenticeship Services.</div>	<div>Layoff Avoidance and Response Activities</div> <div>8</div> <div>Total number of businesses that received lay-off aversion services, services to plan for a layoff event, or services to respond to a layoff or closure event.</div>

Business service activities as reported by Department of Education, Department for the Blind and Vision Impaired, Department for the Aging and Rehabilitative Services, Local Workforce Development Boards, and Virginia Works.

Area Highlights:

The Greater Roanoke region is leading Virginia in work-based learning innovation, delivering more hands-on learning opportunities than any other workforce area in Program Year 2025. Our strategic focus is clear: grow talent locally by aligning education, employers, and emerging workforce needs. An example is our Grow Your Own: Certified Clinical Medical Assistant (CCMA) program, a collaborative initiative with Carilion Clinic and Virginia Western Community College. This program creates direct pathways into high-demand healthcare roles by combining classroom instruction with paid on-the-job training. Participants receive both college-level certification and real-world clinical experience, with Carilion providing wage support during training and career placement upon completion. Through this model, we’re not only filling critical workforce gaps, we’re strengthening community ties and creating career pathways that reduce barriers for local residents. From internships and youth apprenticeships to sector-based boot camps and dual enrollment partnerships, the Greater Roanoke Workforce Development Board is setting the pace of building complete talent pipelines from K-12 through adult learners.

Virginia Works Brand Transition & Sustainment Plan



Transitioning the Virginia's Workforce System from "Virginia Career Works" to "Virginia Works"

Purpose & Background

This plan outlines the strategy, milestones, and framework to transition Virginia's public workforce development system brand from **Virginia Career Works** to **Virginia Works** in 2026.

The unified **Virginia Works brand** represents a modern, client-centered, and partner-driven workforce system designed to better serve both job seekers and employers. This effort will ensure consistent identity, messaging, and visibility across Virginia's workforce ecosystem while preserving the independence and governance of each **partner in the Virginia Works Network** including the 14 Local Workforce Development Boards (LWDB) and state agency collaborators.

This plan implements **VBWD Policy 300-07 (Effective September 19, 2025)**, which establishes *Virginia Works* as the official statewide workforce system brand. All partners under the **Workforce Innovation and Opportunity Act** will continue to abide by federal regulations for use of "American Job Center" branding.

Guiding Principles

- **Unified Public Identity, Independent Governance**
Partners in the Virginia Works Network, including the 14 Local Workforce Development Boards, maintain their own legal structure, governance, and programmatic responsibilities under WIOA while aligning workforce system activities and materials under the shared Virginia Works identity.
- **Client-Centered Approach**
The brand signals reliability, accessibility, and quality for employers and job seekers across Virginia.
- **Local Flexibility, Statewide Consistency**
While partners, particularly the 14 Local Workforce Development Boards, will retain their own specific entity identities and branding, the State will implement regional designations aligned with the Virginia Works brand to create better awareness and brand consistency across the Commonwealth. Examples of regional designations are *Virginia Works – Southwest* and *Virginia Works – Hampton Roads*.

- **Transparency, Measured Rollout, and Feedback**

Implementation will be phased and data-informed. Timing of the brand implementation may be affected by considerations such as workforce center lease terms and logistics of changing physical signage. Virginia Works may alter elements of the plan as needed for effective implementation in response to continuous feedback from network partners and system users.

This transition from "Virginia Career Works" to "Virginia Works" is a strategic consolidation designed to modernize the Commonwealth's workforce ecosystem. The change is supported by the following key drivers:

- **Unified Public Identity & Reduced Confusion:** The workforce system under the Workforce Innovation and Opportunity Act (WIOA) is fragmented amongst several system partners with specific responsibilities and client bases. However, there is significant overlap and partner coordination in service delivery and center co-location. No statewide, mission-focused workforce agency existed at the time of the Virginia Career Works brand was established. Consolidating the system brand to align with the newly created Virginia Works creates a single, credible brand with statewide reach. This reduces the "confusing maze" for users and ensures consistent visibility across the ecosystem while respecting local board governance.
- **Alignment with System Modernization:** The brand reflects the recent transformation of the state's workforce landscape, specifically the creation of Virginia Works. Aligning the system brand with the agency brand signals a "future-ready," streamlined, and efficient system.
- **Capitalizing on Momentum & Innovation:** The "Virginia Works" name has already gained significant equity through high-visibility initiatives like VirginiaHasJobs.com and the system's cutting-edge AI partnership with Google. Transitioning the physical centers and system outreach coordination to this name leverages this existing momentum to immediately elevate credibility.
- **Enhanced Customer Experience (The "No Wrong Door" Approach):** A unified brand simplifies navigation. Whether a customer is in Northern Virginia or Southwest Virginia, the "Virginia Works" name provides a consistent expectation of service. It reinforces the message: "No matter how you find us – in person or online – we have services for you".
- **National Leadership Positioning:** Moving to a cohesive statewide identity positions Virginia as a national leader in workforce development. It demonstrates a unified front to site selectors and major employers, proving that Virginia has a coordinated talent pipeline rather than a disjointed system of providers.

2026 Implementation Plan

Phase 1: Planning, Coordination, & Alignment Timeline: December 2025 – March 2026

Primary Goal: Prepare the infrastructure, funding, and tools necessary for a consistent rollout before public launching.

Focus Area: Governance & Funding

- **State Activities:** Inform the incoming Governor's Administration on the brand transition and align priorities for success. Establish the "Brand Transition Team" with representatives from state and local partners to champion change. Engage with external brand experts for support. Finalize the reimbursement process for the \$25,000 LWDB allotments.
- **Local Activities:** Local Boards submit their "Brand Transition Plan" detailing priority assets for replacement to access funds.
- **Success Markers:** 100% of Local Transition Plans submitted and approved; grant funding released to partners. Assess if additional resources are needed for the transition and identify sources of funds.

Focus Area: Asset Management

- **Joint Activities:** Conduct a comprehensive "Brand Inventory Audit" of all physical signage, digital assets, and collateral to categorize items as "Keep," "Update," or "Replace".
- **State Activities:** Finalize and distribute the Brand Transition Toolkit (logos, style guide, email signature templates, and regional designation logos like "Virginia Works - Southwest").
- **Success Markers:** Inventory Audit complete; Brand Toolkit distributed to all 14 LWDBs and partner agencies.

Focus Area: Internal Readiness

- **State Activities:** Create resources guides and FAQs for the transition. Provide communication from the Governor about the importance of the transition and encouraging adoption across all partners.
- **Local Activities:** Identify a local "Brand Champion" to lead staff training and answer internal questions.

- **Joint Activities:** Host a statewide webinar and regional kickoff meetings to walk staff through the "Why" and "How" of the rebrand.
 - **Success Markers:** Brand Champions identified for every region; Hold one statewide webinar and three regional events; produce and distribute resource materials to all partners.
-

Phase 2: Launch Transition & Digital Switch Timeline: March – June 2026

Primary Goal: Execute the digital transition and begin "soft launch" communications to acclimatize existing stakeholders.

Focus Area: Digital Presence

- **State Activities:** Launch regional landing pages (e.g., viriniaworks.gov/region) that act as a gateway to local services.
- **Local Activities:** Incorporate new Virginia Works Network branding on physical and digital assets.
- **Joint Activities:** Update Google Maps and Business listings to replace outdated language (e.g., "Virginia Employment Commission" or "Virginia Career Works") with "Virginia Works" to improve SEO.
- **Success Markers:** All 14 regional website homepages display the new logo; Google Maps search for "Virginia Works" returns correct local centers.

Focus Area: Stakeholder Communications and Feedback

- **State Activities:** Develop partner surveys and feedback mechanisms to track progress and mitigate risks.
- **Local Activities:** Send a "We are now Virginia Works" email blast to existing employer and job seeker lists as well as ecosystem stakeholders.
- **Joint Activities:** Deploy "co-branding" language in all signatures (e.g., "A Proud Partner of the Virginia Works Network").
- **Success Markers:** Email announcement sent to >80% of active client list; staff email signatures standardized statewide.

Focus Area: Physical Preparation

- **Local Activities:** Begin procurement for high-priority exterior signage (monument signs, building branding) using the \$25,000 grant funds.
 - **Success Markers:** Signage vendors contracted; installation schedule finalized.
-

Phase 3: Network Rollout & Public Visibility Timeline: July – September 2026

Primary Goal: Visible physical transformation and broad public awareness, culminating in Workforce Development Month.

Focus Area: Physical Rebranding

- **Local Activities:** Install primary exterior signage and door decals at American Job Centers (AJCs).
- **Local Activities:** Update interior wayfinding and "One-Stop" entrance branding to "Virginia Works" standards.
- **Success Markers:** 100% of AJCs have visible "Virginia Works" exterior signage; "Virginia Career Works" materials removed from public areas.

Focus Area: Public Events

- **Joint Activities:** Host "Together for Talent" regional employer summits and formally unveil the brand to the business community as part of the events. Local partners take the lead on inviting key stakeholders and defining regionally important topics to discuss.
- **State Activities:** Launch the "Virginia Works: We Connect People to Careers" and "Virginia Works: We Connect Employers to Talent" social media and press campaigns.
- **Success Markers:** Conduct at least five (5) regional employer summits; conduct paid and earned media campaign.

Focus Area: Workforce Development Month

- **Joint Activities:** Align all September Workforce Development Month activities under the single theme: "Virginia Career Works is now Virginia Works".
 - **Success Markers:** Unified statewide message delivered during September events.
-

Phase 4: System Integration & Evaluation Timeline: October – December 2026

Primary Goal: Ensure long-term consistency, clean up remaining legacy assets, and measure impact.

Focus Area: Sustainability

- **State Activities:** Conduct a "Brand Adoption Review" to ensure necessary physical and digital assets have been updated.
- **Local Activities:** Submit final grant reimbursement reports with documentation.
- **Success Markers:** "Brand Adoption Review" shows 100% adoption across network; all grant funds fully expended and reconciled.

Focus Area: Sustainability

- **State Activities:** Establish a brand sustainability effort to provide continued support, resources, and technical assistance to promote the network.
- **Local Activities:** Update procurement policies to ensure all future orders (pens, tablecloths, etc.) automatically use the new specs.
- **Success Markers:** Sustainability framework ratified; brand standards integrated into local procurement policies; identify sources for continued funding and support.

Focus Area: Impact Measurement

- **State Activities:** Conduct a stakeholder survey to measure brand recognition (Target: $\geq 50\%$ recognition among employers and individuals).
- **Success Markers:** Survey completed with results identifying recognition levels.

Risk Mitigation Strategy

- **Legacy Brand Confusion:** For the first 6 months (Phases 2 & 3), all communications should use the transitional tagline: "Virginia Career Works is now Virginia Works" to bridge the gap.
- **Partner Autonomy:** To respect local governance, ensure the "Virginia Works Network" terminology is used in board-level communications, allowing LWDBs to retain their legal entity names (e.g., "The Capital Region Workforce Partnership, a partner of the Virginia Works Network").