



## Local Government Council

### **Local Government Council Executive Committee Meeting**

Region 2000 Partnership's Large Conference Room

828 Main Street, 12<sup>th</sup> Floor, Lynchburg

March 21, 2013

5:00 p.m.

### **Agenda**

1. Welcome and moment of silence.....Chairman Hugh Pendleton
2. Approval of Minutes of February 21, 2013 LGC meeting.....  
.....Chairman Hugh Pendleton
3. Finance report.....Rosalie Majerus
4. Rollout of Rideshare Marketing Program.....Kelly Hitchcock
5. Workforce Investment Board Strategic Plan Update.....Brian Davis
6. Other Matters from Staff.....Gary Christie
7. Items from Council
8. Adjourn .....Next Meeting: April 18, Academy of Fine Arts
  - a) MPO – 4:00 p.m.
  - b) LGC – 5:00 p.m.
  - c) Reception – 6:00 pm
  - d) Dinner and Speaker

Virginia's Region 2000 Local Government Council  
Executive Committee Meeting

March 21, 2013

**Agenda Summary**

**1. Welcome and Moment of Silence**

**2. Approval of Minutes of February 21, 2013** (See Attachment 2)

Recommended Action: Approve the minutes as presented subject to any agreed upon revisions as noted by members of the Council

**3. Finance report** (See Attachment 3)

Deputy Director of Finance, Rosalie Majerus, will present the year-to-date financial report through February 28, 2013.

Recommended Action: For Council's Information and open for discussion. No formal action required.

**4. Rollout of the Rideshare Marketing Program**

At the January 19, 2012 LGC meeting the Council approved a two-year pilot program to expand RIDE Solutions, a commuter service agency previously offering services in the greater Roanoke and New River Valley areas, to Region 2000. The \$66,000 program is funded annually through a \$52,800 contribution by the Virginia Department of Rail and Public Transit (VDRPT) and the \$13,200 match contribution (Cash and In-Kind) by the LGC.

Kelly Hitchcock is serving as the Region 2000 RIDE Solutions Program Coordinator. Kelly will provide an overview of the RIDE Solutions activities to date, a rollout of the program marketing and outreach, and planned activities in the coming months.

**5. Workforce Investment Board Strategic Plan Update** (see Attachment 5a & 5b)

**6. Other Matters from Staff**

## **7. Items from Council**

## **8. Adjourn**

- Next Meeting: April 18, 2013 Academy of Fine Arts
  - a) MPO - 4:00 p.m.
  - b) LGC - 5:00 p.m.
  - c) Reception - 6:00 p.m.
  - d) Dinner and speaker

Agenda for the April 18 meeting will focus around a report on the regional civic center project and the FY 14 LGC Budget.

- Future Meetings:
  - May 16
  - June 18



**Virginia's Region 2000 Local Government  
Executive Committee  
Council Meeting**

February 21, 2013, 5:00 pm  
Partnership Conference Room  
Lynchburg, Virginia

*Draft*

**Members Present:**

Bryan David, Region 2000 Economic Development Council  
Joan Foster, City of Lynchburg  
Mayor Paul Harvey, Town of Appomattox  
Jack Hobbs, Amherst Town Manager  
Charles Kolakowski, Bedford City Manager  
R. David Laurrell, Campbell County Administrator  
Clarence Monday, Amherst County  
L. Kimball Payne, Lynchburg City Manager  
Hugh Pendleton, Campbell County Board of Supervisors, LGC Chairman  
Frank Rogers, Interim Bedford County Administrator  
John Sharp, Bedford County Board of Supervisors  
John Spencer, Appomattox Assistant County Administrator on behalf of Aileen Ferguson  
Gary Tanner, Appomattox County Board of Supervisors

**Absent:**

Kenneth Bumgarner, Town of Amherst Council  
Mayor Phyllis L. Campbell, Town of Brookneal  
Waverly Coggsdale, Altavista Town Manager  
Delegate Scott Garrett, Virginia House of Delegates  
Senator Tom Garrett, Virginia State Senate  
Bill Gillespie, Appomattox Town Manager  
Mayor Mike Mattox, Town of Altavista  
Steve Rush, Bedford City Council, LGC Vice-Chairman  
Russell Thurston, Brookneal Town Manager  
Claudia Tucker, Amherst County Board of Supervisors

**Others Present:**

Gary Christie, Local Government Council, Executive Director  
Rosalie Majerus, Local Government Council, Deputy Director of Finance  
Matt Perkins, Local Government Council, Administrative Program Coordinator  
Eleanor Kennedy, Lynchburg News & Advance  
Jeff Taylor, Appomattox County Economic Development  
Bob White, Local Government County, Deputy Director of Planning and Core Services

## **Meeting Minutes**

### **1. Welcome and Moment of Silence:**

Chairman Hugh Pendleton called the meeting to order at 5:00 p.m., welcomed the members of the Local Government Council Executive Committee, and opened with a moment of silence.

### **2. Approval of Minutes of November 15, 2012:**

Upon a motion by David Laurrell, seconded by Kim Payne, the meeting minutes from November 15, 2012 Local Government Council meeting were approved as proposed with Gary Tanner and Clarence Monday abstaining.

### **3. Finance report:**

Deputy Director of Finance, Rosalie Majerus, presented the year-to-date financial report through January 31, 2013 and reported that expenses and revenues are tracking to plan. No action required by the Council.

### **4. SBDC local funding discussion**

Gary Christie provided the LGC with a brief overview of the background related to funding for Small Business Development services in Region 2000. He said that George Mason University has provided limited, temporary funding to the Central Virginia Community College to house and staff one full time position through June 30, 2013.

Mr. Christie asked the Council to authorize an agreement with Central Virginia Community College to provide up to \$30,000 for CVCC to seek SBA funding and provide small business development services beginning July 1, 2013. Gary noted that this request is for only one year of funding by the LGC and that the localities would be asked to provide \$23,000 in funding for FY 14 to continue the service under CVCC management.

Discussion ensued regarding the appropriateness of the small business development services to the region. Several Council members commented on the fact that they would have to approach their Boards regarding the match. David Laurrell mentioned that the localities previously funded the SBDC and commented that there have been few services provided by SBDC staff over the past few years.

Committee members asked how localities could benefit. Bryan David stated that CVCC has submitted their letter of intent and that if any one vehicle is to be utilized in maintaining a regional and local presence of the SBDC it is CVCC and the leadership of Dr. John Capps. David noted that CVCC currently provides business support services and SBDC services could be a logical extension of current CVCC services.

Concern was raised regarding the exit strategy should authorization be given for the funds in an effort to protect future allocation of money from funding a program that has little or no benefit. Gary Christie restated that the funding from the LGC was only for support of the SBDC for one year and noted that jurisdictional support for future years would be contingent on satisfactory performance.

Mayor Paul Harvey opened discussions regarding the use of the money and whether this was the best place for it to be placed or can it be used more effectively. Kim Payne compared the previous two years of jobs and investments for Lynchburg and noted that if the program works, then there should be visible, positive economic results for the region.

The Council asked if the capital formation indicated from past results would happen without the SBDC services. Additionally, the Council expressed that better communication and valid information from the SBDC would need to be provided for continued support.

Clarence Monday made a motion in favor of the recommended action contingent on the match by the localities and acceptance by George Mason University. David Laurrell asked the motion be amended to include not only the match for this year but also with the understanding that it is a one year commitment and that additional match from localities will be needed on an ongoing basis if the program continues, seconded by Joan Foster. The motion was passed 10 to 3 with John Sharp, Frank Rogers, and Hugh Pendleton voting against.

**5. Proposal to apply for Virginia Department of Agriculture funds to develop a regional strategic plan for agriculture and forestry**

Gary Christie presented the Council with the background and recent activities of the Agriculture and Forestry Working Group as they met to discuss the grant funds offered by the VDACS. He mentioned that local economic developers and extension agents, along with other members of the region with an interested stake in the process, through a series of meetings, recommended that a grant application be submitted for development of a strategic plan for the region's agriculture and forestry community. Jeff Taylor elaborated on the scope of the strategic plan and the benefits of the plan to the community and region, specifically in supporting farmers markets and local industries such as restaurants and food services vendors.

Gary Christie requested of the council to authorize the use of up to \$35,000 in reserve funds and in-kind services as matching funds and authorizing the application of a VDACS planning grant. Upon a motion to authorize the use of the funds described herein by Kim Payne, seconded by Gary Tanner, the Council approved the matter unanimously.

**6. Update on discussions with Liberty University on a regional arena**

Discussion tabled until March 21, 2013 meeting of the Local Government Council Executive Committee.

**7. LGC operations update**

- a. Region 2000 Comprehensive Economic Development Strategy (CEDS)  
The Council received a grant from the US EDA in fall of 2012 to continue implementing the CEDS. Staff has updated the CEDS document, which was approved by the EDC and is now at the federal level for their review and approval. Future activities will look at the development of a federally acknowledge Economic Development District within the region and development of a more refined set of metrics to gauge the impacts of programs and initiatives.

**b. Regional Libraries**

Lynchburg, Bedford County and Campbell County continue to work towards a regional library concept. Currently, the working group is developing a costs/benefits analysis and will have that for consideration for the elected bodies in May. Additionally, the Lynchburg and Bedford librarians are both retiring, and both localities have agreed to move forward with a Joint Interim Executive Director to manage both systems until such time as the regional analysis is concluded.

**c. Regional Stormwater**

DCR has awarded the Council an \$84,000 grant to prepare for the state mandated stormwater management program that will be in effect in July 2014. Included in this effort is development of a regional administrative manual that all counties can use to administer the program.

**8. Executive Director's Report**

- a.** No discussion of the General Assembly session.
- b.** Annual LGC meeting April 18. Gary reminded the Council of the MPO meeting at 4:00 pm and the LGC meeting at 5:00 pm at the Academy of Fine Arts.
- c.** Update on discussions related to organizational changes within the Region 2000 Partnership. Gary Christie has been discussing the funding of the projects in the non-profits of the partnership. Those discussions continue to the point of speaking about the restructuring of the format of the partnership. Bryan David stated also that recent discussions included the establishment of a governance structure regarding decision making power in the allocation of resources.

**9. Items from Members**

No matters brought by members to the Council.

- 10. Adjournment:** A motion to adjourn brought by Frank Rogers, seconded by Joan Foster, carried unanimously adjourning the meeting at 6:10 p.m.

Signed: \_\_\_\_\_ *DRAFT* \_\_\_\_\_  
Hugh Pendleton, Chair

**VIRGINIA'S REGION 2000 LOCAL GOVERNMENT COUNCIL**

**Budget to Actual for FY13**

**As of February 28, 2013**

**ATTACHMENT 3**

pp 8- 11

	<u><b>FY13 PRELIMINARY Budget</b></u>	<u><b>Budget Adjust- ments</b></u>	<u><b>FY13 Budget</b></u>	<u><b>Actual Through 2/28/13</b></u>	<u><b>Diff Between Budget &amp; Actual</b></u>	<u><b>% of Budget Remaining</b></u>
<b><u>OPERATIONS FUND (EXPENDITURES)</u></b>						
<b><u>SALARY</u></b>						
ADMINISTRATION	149,627		149,627	99,858	49,769	33.26%
FINANCE	122,117		122,117	81,024	41,093	33.65%
OPERATIONS	207,171		207,171	142,774	64,397	31.08%
WIA	111,542		111,542	75,861	35,681	31.99%
	590,457	0	590,457	399,517	190,940	32.34%
PART TIME HELP	10,000		10,000	300	9,700	97.00%
<b>Total Salaries &amp; Wages</b>	<b>600,457</b>	<b>0</b>	<b>600,457</b>	<b>399,817</b>	<b>200,640</b>	<b>33.41%</b>
EMPLOYER COST FICA	45,935		45,935	29,502	16,433	35.77%
EMPLOYER COST V R S	64,655		64,655	42,396	22,259	34.43%
EMPLOYER COST HEALTH INS	59,352		59,352	39,131	20,221	34.07%
EMPLOYER COST LIFE INS	7,794		7,794	4,669	3,125	40.09%
UNEMPLOYMENT COMPENSATION				756		
WORKERS COMP	1,000		1,000	655	345	34.50%
<b>Total Fringe Benefits</b>	<b>178,736</b>	<b>0</b>	<b>178,736</b>	<b>117,109</b>	<b>62,383</b>	<b>34.48%</b>
<b><u>OFFICE EXPENSES</u></b>						
AUDITING SERVICES	4,600		4,600	4,750	(150)	-3.26%
PAYROLL ACCOUNTING SERVICES	7,500		7,500	6,568	932	12.43%
LEGAL SERVICES	3,000		3,000	225	2,775	92.50%
LIABILITY INSURANCE	1,700		1,700	1,078	622	36.59%
CONTRACTUAL SERVICES	17,000		17,000	4,889	12,111	71.24%
ADVERTISING	1,000		1,000	0	1,000	100.00%
POSTAGE	1,500		1,500	461	1,039	69.27%
TELEPHONE	3,950		3,950	2,780	1,170	29.62%
INTERNET SERVICES	500		500	179	321	64.20%
OFFICE SUPPLIES	6,000		6,000	2,786	3,214	53.57%
PRINTING & BINDING	2,000		2,000	126	1,874	93.70%
TRAVEL	7,500		7,500	3,381	4,119	54.92%
SPECIAL MEETINGS	9,500		9,500	1,963	7,537	79.34%
EDUCATION & TRAINING	6,000		6,000	1,863	4,137	68.95%
DUES, SUBSCRIPTIONS	7,800		7,800	7,437	363	4.65%
PUBLICATIONS	674		674	100	574	85.16%
MISCELLANEOUS EXPENSES	800		800	699	101	12.63%
FURNITURE & FIXTURES	1,000		1,000		1,000	100.00%
RENTAL OFFICE EQUIPMENT	6,844		6,844	2,777	4,067	59.42%
OFFICE RENT	47,383		47,383	31,589	15,794	33.33%
PARKING	5,500		5,500	2,095	3,405	61.91%
COMPUTER EQUIP/SOFTWARE	10,000		10,000	5,411	4,589	45.89%
<b>Total Office Expenses</b>	<b>151,751</b>	<b>0</b>	<b>151,751</b>	<b>81,157</b>	<b>70,594</b>	<b>46.52%</b>
<b>Total Operations Expenses</b>	<b>930,944</b>	<b>0</b>	<b>930,944</b>	<b>598,083</b>	<b>333,617</b>	<b>35.76%</b>



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**VIRGINIA'S REGION 2000 LOCAL GOVERNMENT COUNCIL**

**Budget to Actual for FY13**

**As of February 28, 2013**

	<u><b>FY13 PRELIMINARY Budget</b></u>	<u><b>Budget Adjust- ments</b></u>	<u><b>FY13 Budget</b></u>	<u><b>Actual Through 2/28/13</b></u>	<u><b>Diff Between Budget &amp; Actual</b></u>	<u><b>% of Budget Remaining</b></u>
<b>Revenues</b>						
<b><u>OPERATIONS FUND (REVENUE)</u></b>						
Dues Town of Appomattox	1,045		1,045	1,045	0	0.00%
Dues Town of Brookneal	1,045		1,045	1,045	0	0.00%
Dues Town of Amherst	1,045		1,045	1,045	0	0.00%
Dues Town of Altavista	1,045		1,045	1,045	0	0.00%
Dues Lynchburg	43,600		43,600	43,600	0	0.00%
Dues Bedford County	39,606		39,606	39,606	0	0.00%
Dues Campbell County	31,582		31,582	31,582	0	0.00%
Dues Amherst County	18,605		18,605	18,605	0	0.00%
Dues Appomattox County	8,626		8,626	8,626	0	0.00%
Dues Bedford City	3,576		3,576	3,576	0	0.00%
Miscellaneous Revenue	18,500		18,500	7,667	10,833	58.56%
<b>Total Operations Revenue</b>	<b>168,275</b>	<b>0</b>	<b>168,275</b>	<b>157,442</b>	<b>10,833</b>	<b>6.44%</b>
<b>Grant Revenues</b>						
Appomattox Enhancement Grant	3,500		3,500		3,500	100.00%
CDBG-Brookneal Downtown	8,500		8,500	20,945	(12,445)	-146.41%
CDBG-Madison Heights	20,400		20,400		20,400	100.00%
DHCD	75,971		75,971	56,978	18,993	25.00%
DRPT / FTA	79,059		79,059	40,524	38,535	48.74%
EDA - CEDS	30,000		30,000		30,000	100.00%
Hazard Mitigation Plan Update	23,800		23,800	13,756	10,044	42.20%
Prevention Connection				7,000		
Regional Radio Board	33,000		33,000	27,679	5,321	16.12%
Region 2000 Services Authority	150,287		150,287	78,619	71,668	47.69%
Ride Share	52,800		52,800		52,800	
Funding from Fund Balance for Ride Share	10,000		10,000		10,000	
VDOT-PL	184,163		184,163	69,039	115,124	62.51%
VDOT-Rural	58,000		58,000	20,514	37,486	64.63%
Virginia's Region 2000	6,000		6,000	4,000	2,000	33.33%
WIA	936,475		936,475	661,511	274,964	29.36%
<b>Total Grant Revenue</b>	<b>1,671,955</b>	<b>0</b>	<b>1,671,955</b>	<b>1,000,565</b>	<b>678,390</b>	<b>40.16%</b>
<b>TOTAL REVENUE - OPERATIONS &amp; GRANT</b>	<b>1,840,230</b>	<b>0</b>	<b>1,840,230</b>	<b>1,158,007</b>	<b>689,223</b>	<b>37.07%</b>
Interest	900		900	661	239	26.56%
<b>Total Revenue</b>	<b>1,841,130</b>	<b>0</b>	<b>1,841,130</b>	<b>1,158,668</b>	<b>689,462</b>	<b>37.07%</b>
<b>Surplus/(Use of Fund) Balance</b>	<b>\$6,888</b>	<b>\$0</b>	<b>\$6,888</b>	<b>(\$10,979)</b>	<b>\$17,064</b>	

**LOCAL GOVERNMENT COUNCIL**

**Budget to Actual for FY13**

**As of February 28, 2013**

**CASH ON HAND**

Sun Trust Checking

LGC Funds

253,784

WIA Trainit Funds

4,990

Local Govt Invest Pool

470,122

Petty Cash

180

**Cash on Hand**

**\$ 729,076**

**CALCULATION OF ESTIMATED YEAR-END FUND BALANCE**

Cash on Hand

\$ 729,076

Less Expenditures Remaining (and Liabilities)

\$ (754,835)

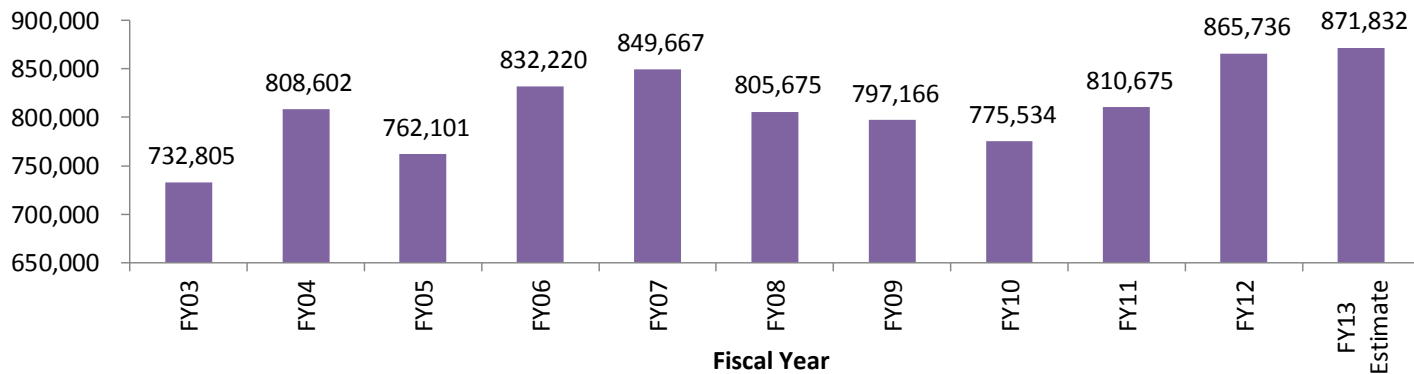
Plus Revenues Remaining (and Accounts Receivable)

\$ 897,591

**Estimated Year-end Fund Balance**

**\$ 871,832**

**Year-end Fund Balance**



**Region 2000 Local Government Council**

**April 21, 2013 Meeting**

**Action Item**

Background:

Under the Workforce Investment Act, the Chief Local Elected Officials in the region share responsibility with the Workforce Investment Board for developing and approving a local plan. The Local Government Council was first briefed on the new Workforce Investment Board Strategic Plan process in July of 2012. An update was provided in November of 2012, and there was also an opportunity for LGC members to offer feedback and input.

A draft plan document was posted for public review and comment in January of 2013, and the WIB adopted the document at its February 12, 2013 meeting.

Discussion:

The Strategic Plan document as adopted by the WIB and presented for LGC approval is divided into two parts: an environmental scan and the goals and strategies for action.

The various inputs for the environmental scan included: online employer survey, regional employer roundtable discussions, analysis of labor market information and public comment period. From all of those inputs, the following vision, mission and goals have been identified.

- Vision: Supporting economic vitality through a skilled workforce
- Mission: Advancing a workforce development system that meets employer and job seeker needs
- Goals:
  - Support growth in the emergent workforce
  - Enhance the existing workforce
  - Engage with the business community to align services to needs
  - Maximize organizational efforts to achieve efficiency

The full plan document is included in the packets and includes more detailed strategies which will be advanced over the three years of the plan life.

WIB staff will be present at the November 15, 2012 meeting to provide additional information and answer any questions.



*Region 2000 Works:  
A Strategic Plan for 2013-2016*

Introduction / Vision, Mission and Goals Summary

Part I – Environmental Scan

- A. What the data says
- B. What our employers say
  - i. Online Survey
  - ii. Roundtable Discussions
- C. WIB Self-Assessment (SWOT Results)

Part II – Our Response – Goals and Strategies

Next Steps

Appendices

## Introduction:

The Region 2000 Workforce Investment Board (WIB) is a business-led body charged with ensuring that employer workforce needs are met through strategic partnerships, policies and service strategies that enhance employment and training efforts. The WIB membership also draws from the region's education, economic development, organized labor, community-based organizations and public workforce partners to ensure that stakeholders are engaged in discussions and solutions.

This plan serves as the organizing framework for the WIB over the next three years. It was developed through a process that first actively sought input from the employer and business community; and followed with opportunities for local government, partner organization and public review and input.

The WIB recognizes that the depth and breadth of workforce development issues extend beyond that over which its authority or resources alone can completely address. The ultimate success of workforce development efforts in Region 2000 is reliant upon many partners from the private and public sectors regularly convening around the table, having the important discussions and collectively finding the answers. The WIB stands ready to set the table.



**“Strategy is not the consequence of planning, but the opposite; its starting point” –**  
*Henry Mintzberg*

## Vision, Mission and Goals:

*The Region 2000 WIB supports economic vitality through a skilled workforce.*

Our **mission** is to advance a workforce development system that meets business and jobseeker needs.

The WIB's **goals** for 2013-2016 are to:

- Support growth in the emergent workforce.
- Enhance the existing workforce.
- Remain engaged with the business sector to keep workforce services aligned to needs.
- Maximize organizational efforts and efficiencies that enhance workforce development services.

Critical to the actualization of these goals is an annual process that will identify specific actions, responsible parties and measurable outcomes. These action plans will allow the WIB to monitor both the successes and challenges in moving the workforce development meter in Region 2000.











## Part I – Environmental Scan

As part of the planning process, the WIB reviewed various inputs to discern foundational elements that impact upon the practice of workforce development. These points included data, contemporary feedback from the business and employer community and a self-assessment conducted as part of a SWOT analysis.

*“If we could first know where we are and whither we are tending, we could better judge what to do and how to do it.” -Abraham Lincoln*

### A. What the data says

#### **Comparison Chart of Key Data Indicators**

Data Point	Status	Comparison Indicator	Compared to	Notes
Population Growth, Last 5 years	3.9%		State Rate	The state growth rate was 5.7% for the same period
Average Earnings 2012	\$38,655		National Average	Region 2000 wages are at 76% of the national average
Percent of Families below poverty level 2011	10.9%		State rate	The state rate was 8.2% for the same period
Job growth projection, 2013-2018	7.5%		Regional growth from 2008-2013	Job numbers over the past 5 years decreased slightly at a rate -.01%
Unemployment rate (Oct. 2012)	5.9%		State rate	State rate for same period was 5.4%
Unemployment rate (Oct. 2012)	5.9%		National rate	National rate for same period was 7.5%
On-time high school graduation (2011)	84.5%		State average	State rate was 88%
Percent of population over 25 with high school diploma or less	46.9%		State average	State rate was 31.1%
Percent of population over 25 with some college but no degree	21.9%		State average	State rate was 20.1%
Percent of population over 25 with some college level degree	31.1%		State average	State rate was 42.1%

## ***Detailed Data Narrative***

### Demographics

The region's population currently stands at about 256,739. This represents 3.9% growth over the last five years, slightly lagging the state's 5.7% growth rate for the same period. When grouped by categories, the largest percentage of our population (27.3%) is in the 40-59 year old age range, followed by 25.3% in the 20-39 year old age range. 24.5% of the population is under the age of 20 and 22.9% is 60 or older.

### The Economy (2011)

The Gross Regional Product value was just over \$8 billion. Total earnings were \$5 billion, with \$587 million in taxes on production. Exports were \$11 billion, with imports at \$12 billion. Local production and consumption was at \$5 billion, or 30% of the total demand.

### Wages and Income

The 2012 average earnings in the region were estimated at \$37,676, which is 75% of the national average. By industry, utilities reported the highest average earnings at \$76,072, followed by manufacturing at \$66,986 and professional, scientific and technical services at \$62,174. Lowest average earning were reported in the arts, entertainment and recreation industry at \$10,458.

The median household income in 2011 was \$46,734. The percentage of families with food stamp benefits was 13.2%, compared with a statewide percentage of 9.6%. The percentage of all families below the poverty level was 10.9%, compared to a statewide percentage of 8.2%.

### Jobs and Employers

Total job numbers in the five year period from 2008 – 2013 are projected to be basically flat, decreasing slightly from 143,366 to 143,292. (-0.1%). This compares to a modest overall growth rate of 3.3% at the state level. However, the regional projection for the five-year period from 2013 to 2018 is 7.5% job growth.

For the second quarter of 2012, the largest percentages of employment grouped by industries were: manufacturing – 15%; government – 14.7%; healthcare and social assistance – 14% and retail trade – 13%.

The retail industry reported the most new hires in the quarter ending December 2011, followed by administrative support and accommodation and food services. Highest turnovers were reported in the administrative support, accommodation and food service and real estate industries.



Among the region's 6,687 total employees, 95% have fewer than 50 employees. Nearly 60% have less than five employees.

The number of business start-ups in the region has been trending downward from a high of 70 in the third quarter of 2010, to 47 in the most recent reported quarter of 2012.

***Job Growth by Occupations, projections in order of total openings:***

Description	2013	2018	Change	Wage
Sales and Related Occupations	19,883	21,278	1,395	\$12.27
Office and Administrative Support Occupations	20,212	21,387	1,175	\$13.94
Management Occupations	9,201	10,264	1,063	\$22.17
Personal Care and Service Occupations	5,803	6,746	943	\$9.06
Business and Financial Operations Occupations	6,322	7,245	923	\$24.03
Education, Training, and Library Occupations	7,756	8,622	866	\$16.74
Healthcare Support Occupations	4,357	5,057	700	\$11.32
Healthcare Practitioners and Technical Occupations	6,634	7,302	668	\$29.10
Food Preparation and Serving Related Occupations	9,157	9,802	645	\$9.26
Building and Grounds Cleaning and Maintenance Occupations	5,863	6,403	540	\$9.44

***Job Growth by Occupations, projections in order of highest wages***

Description	2013	2018	Growth	Wage
Architecture and Engineering Occupations	2,654	2,822	168	\$35.15
Legal Occupations	724	826	102	\$29.82
Healthcare Practitioners and Technical Occupations	6,634	7,302	668	\$29.10
Computer and Mathematical Occupations	1,653	1,850	197	\$28.63
Life, Physical, and Social Science Occupations	1,059	1,153	94	\$28.00
Business and Financial Operations Occupations	6,322	7,245	923	\$24.03
Management Occupations	9,201	10,264	1,063	\$22.17
Installation, Maintenance, and Repair Occupations	5,427	5,616	189	\$17.76
Protective Service Occupations	2,568	2,754	186	\$17.44
Community and Social Service Occupations	2,865	3,328	463	\$17.33

***Unemployment***

The region's unemployment rate for October 2012 of 5.9% is slightly higher than the state rate of 5.4%, but below the national rate. For this period, Campbell County had the lowest rate (5.2%), and Bedford

City had the highest (8.6%). It was estimated that in October 2012, there were 1.6 unemployed people per current job opening.

Another factor to consider; however, is the number of people not currently working that are not reflected in unemployment rates. The civilian labor force used to calculate unemployment rates is based on those over 16 seeking a job or already employed. That figure for Region 2000 is 126,494. However, according to the 2010 Census there were 170,452 people in the commonly-considered working age range of 20-64. This equates to a labor force participation of slightly over 60%. (Or 40% of the working-age population is not working). The state rate is 65%.

### Education

Our region's on-time high school graduation rate for the class of 2012 was 85.4%, below the state rate of 88%. Amherst and Bedford were higher than the state rate, with Appomattox, Campbell and Lynchburg below.

The education levels for those over the age of 25 is below, both for the region and the state.

	Less than 12 <sup>th</sup> grade	High School	Some College	Associate's	Bachelor's	Graduate
Region 2000	13%	33.9%	21.9%	7.3%	15.8%	8.0%
Virginia	12%	25.6%	20.1%	7.0%	20.5%	14.6%

Almost one-half, or 47%, have a high school diploma or less. A potential for concern with this fact is that the **region's percentage of the workforce with no post-secondary education lags the state by nearly 10%**. A recent study by Georgetown University estimates that 66% of jobs in Virginia will require some post-secondary education by 2018.

The largest gaps between post-secondary completions from the region's colleges and job openings in 2012 were in the financial and real estate sectors.

*Note: Sources for this narrative include Economic Modeling Specialists, the Virginia Department of Education, the Virginia Economic Development Partnership, the Virginia Employment Commission, the US Bureau of Labor Statistics and the US Census Bureau.*

## B. What employers have said

### ***On-line Survey***

50 of the region's employers from throughout the region responded to an on-line survey that was launched in October of 2012. The survey posed a series of questions about hiring, workforce issues and service needs. One-third of responses were from the manufacturing sector; with healthcare, education and government following as other prevalent sectors. The size of employers responding ranged from 1 employee to over 6,000 employees.

#### **Hiring Status:**

Nearly **48% of respondents indicated they were currently hiring**. **20%** indicated plans to hire within six months, with **9%** planning to hire within one year. The highest number of openings reported was 300. Six respondents indicated openings in the 15-100 range. There was great variation in the types of openings, with no single type emerging as most common. A complete list is at Appendix \_\_\_\_.

**50% of responders indicated they are having difficulty in filling open positions.** The top three cited reasons are: Lack of required technical skills (68%); mismatch between candidate expectations and employer offerings (36.8%); and poor presentation of candidates (26.3%).

#### **Education Requirements:**

**76% of responders indicate that a high school diploma is required** in hiring, while **43%** require some post- secondary education up to a bachelor's degree. (Certificate – 8%; Associate's – 12%; Bachelor's – 23%).

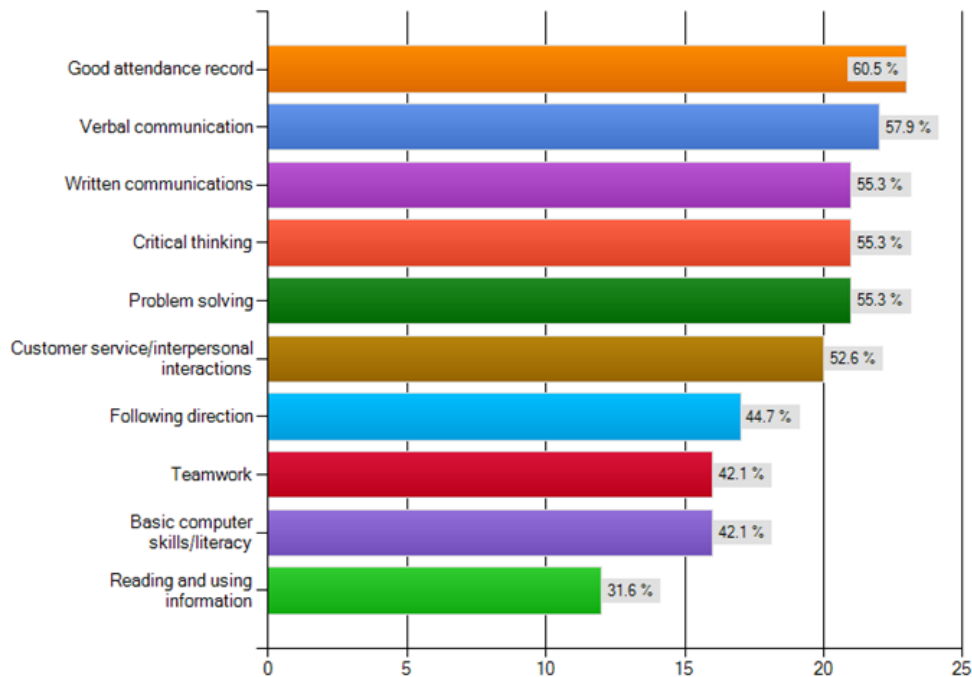
#### **Regular Usage of the Public Workforce System**

Less than 20% of respondents regularly use the service of the agencies that comprise the public workforce system.

#### **Characteristics of the Workforce:**

Respondents noted the concerns in the following chart, with either their existing workers or those being interviewed.

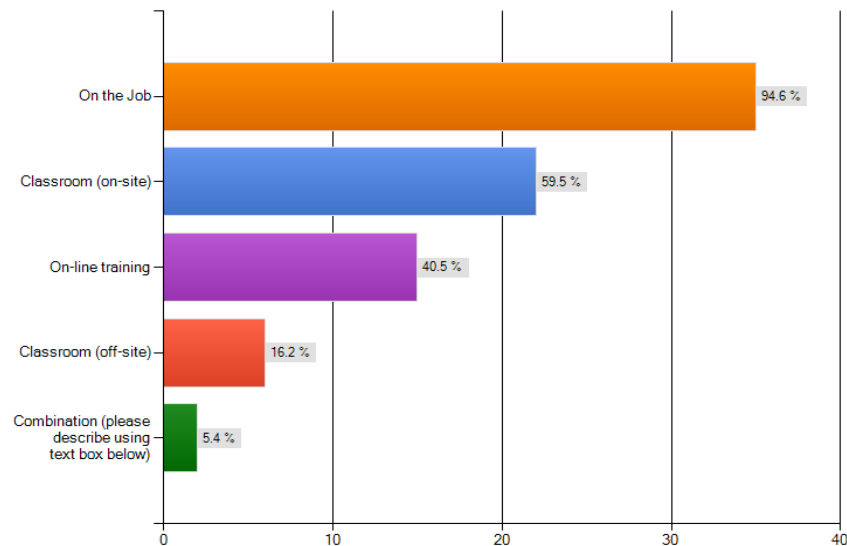
Please identify any basic workplace skill challenges that have been identified in your hiring process, or with your existing workforce. (select as many as apply)



### Employee Training:

Among the respondents, most prefer on-site training over off-site methods, and the vast majority (68%) prefers to use in-house staff to conduct the training as opposed to colleges.

What training methods are most utilized for existing employees and new hires? (select as many as apply)



### ***Roundtable Discussions***

During October and November of 2012, regional “roundtable discussions” were held at four locations throughout the region as a way to capture additional “real time” information from employers and businesses on the types of workforce challenges they are currently experiencing. This summary list below represents the universal themes that were identified in these discussions:

- ✓ Lack of technical skills (“middle” skills gap), especially in engineering, technology
- ✓ Diminished work ethic, apparent unwillingness to work, high turnover
- ✓ Lack of basic work readiness and/or soft skills

*Examples: communications, math, problem solving, team work, punctuality, loyalty/commitment, initiative, ability to lead others, making decisions from data*

- ✓ Aging of current workforce (with concerns about the ability to “back-fill” positions from the younger generations)
- ✓ Access to workforce services is fairly limited in some jurisdictions
- ✓ Inability to pass background checks (drugs, criminal record etc.)
- ✓ Unrealistic expectations of candidates and employees (personal/reward focus)
- ✓ Change in generational attitudes towards work
- ✓ Overemphasis on four-year college degree track over technical/trade career opportunities
- ✓ Lack of local offerings for training in human performance, lean manufacturing, six sigma, instrumentation
- ✓ Non-professional/unskilled workforce makes it difficult to promote from within to more advanced and/or supervisory positions, or to recruit locally to fill these types of jobs.

### C. WIB Strengths, Weaknesses, Opportunities and Threats (SWOT)

Equally important to understanding the data and current employer needs is the WIB's understanding of itself as an organization charged with responding to those needs. A SWOT analysis conducted in August of 2013 yielded the following assessments. (Polling was used for ranking within each category. Items yielding less than 80% of votes are not listed):

#### Strengths

- Large membership with diversity of interests
- Fiscal integrity of operations
- Recent recruitment of new members
- Institutional knowledge (long term core members, stable leadership)
- Interest in helping the hard-to-serve
- Focus and interest on youth

#### Weaknesses

- Lack of community awareness of the WIB and its services
- Access to programs and services is not consistent in all jurisdictions
- Historical lack of discussion and engagement at meetings
- Not capturing employer needs and using policies/funds to respond
- Reliance on federal WIA funds only
- Historical focus on programs and operations (vs. strategy/policy)

#### Opportunities

- ✓ Quality higher education institutions in region (public/private)
- ✓ Regional representations on Virginia Workforce Council
- ✓ Low cost of living and quality of life appeal to potential workers
- ✓ Good K-12 school systems
- ✓ Momentum around STEM efforts with education and business engagement and leadership
- ✓ A higher number of professional and technical jobs compared to areas of similar size

#### Threats

- ✓ Lack of soft skills/work readiness in workers
- ✓ Uncertain funding environment
- ✓ Not enough emphasis on or awareness of viability for technical/trade career opportunities
- ✓ Slow economic recovery
- ✓ Percentage of working age population without a diploma/GED
- ✓ Upcoming elections and potential for administrative changes that could result
- ✓ Generational changes in work attitudes

*"It's not the situation ... It's your reaction to the situation"*

*-Robert Conklin*

Following the review, analysis and discussion of the environment that impacts upon workforce development, some common themes emerged as universal threads that weave throughout the various sources of input. These themes have been translated to the goals that follow below. Each goal is further delineated into strategies that can be deployed to advance the goals over the life of this plan.

■ ***Goal 1 - Support growth in the emergent workforce.***

Strategies to Advance Goal 1

1. Encourage efforts that strengthen K-12 and pre-K education; particularly foundational areas important for all employment after school; such as reading, English and math.
2. Enhance connections between employers and schools so that students, teachers and parents might become better informed of and aware of employment needs and opportunities in the region, and also so that employers might gain a better insight into the future workforce.
3. Increase awareness of the viable technical and trade career opportunities in the area, and identify students not entering the 4-year college track to assist with mapping career pathways that lead to such opportunities.
4. Seek ways to encourage alignment of curricula in middle and high schools with industry standards and with high demand, high growth occupations in the region that result in sustainable wages (STEM efforts).

■ ***Goal 2 - Enhance the existing workforce.***

Strategies to Advance Goal 2

1. Identify, develop and/or promote delivery of "basic work readiness" skills courses and certifications.
2. Utilize educational and career pathway approaches that take individuals to at least the "next step" from where they enter. (diploma, degree, certificate, credential)  
*Integral to this strategy is any effort that raises the level of post-secondary educational attainment in our region's working age population.*
3. Encourage and enhance programs geared to training and certifications for "middle skills" careers.
4. Continually improve upon delivery of workforce programs/services so that they are a "value added" to those seeking assistance.

- **Goal 3 - Remain engaged with the business sector to keep workforce services aligned to needs.**

#### Strategies to Advance Goal 3

1. Identify critical industry sectors and clusters; along with the related positions and education needs and gaps in the workforce.  
*Also related, work with employers to identify positions/position types that will be impacted by retirements and devise strategies to minimize those impacts.*
2. Convene regular employer roundtables to provide for a feedback loop.
3. Expand efforts to reach smaller businesses, assess common needs and provide services.
4. Establish a baseline of employers served by the public workforce system each year and annually increase the “market share” of the region’s employers that are served.

- **Goal 4 - Maximize organizational efforts and efficiencies that enhance workforce development services.**

#### Strategies to Advance Goal 4

1. Establish a WIB committee structure that supports and advances goals.
2. Increase awareness and use of workforce system services.
3. Extend and enhance service delivery and/or access more uniformly throughout the workforce area.
4. Lead and encourage efforts to eliminate duplicative and redundant services to better maximize use of available resources.
5. Identify and seek sources for a more diversified funding portfolio

### **Next Steps**

Within three months of adopting this Strategic Plan, the WIB will complete its first of three annual action plans. These documents will identify specific actions, outcomes and responsible parties to implements WIB goals and strategies. The action plan will developed using the format below:

What (Action)	When (Timeline)	Who (Responsible Parties)	How will we gauge success? (Outcome(s))

At the end of each action plan year, a dashboard will be used to indicate for each item if the “meter” has moved forward, stayed constant, or moved backwards. This will provide the WIB with the ability to know what is working and what needs further adjustment/attention.