

STRATEGIC PLAN 2025 - 2030



**VIRGINIA
WORKS**
FOR EVERYONE

Building the Nation's Top State for Talent

V.1





INTRODUCTION

The programs, services, and people who form Virginia’s workforce ecosystem have experienced – and continue to experience – profound change, alongside the global, national, and local shifts that are occurring in the landscape of our industries, jobs, and labor market. Quickly advancing technologies are changing the nature of work, the workplace, and the skills that employers need; skilled worker shortages are challenging employers to rethink approaches to recruitment, retention, and training; and employees and job seekers alike are seeking opportunities to reskill or upskill to remain competitive and find opportunities for work that is meaningful to them and provide the wages they need to live, work, and raise families in our vibrant Commonwealth.

From 2022 to today, workforce development in Virginia has undergone a rapid and strategic transformation, shifting from a fragmented system of over 60 disconnected programs to a unified, modernized ecosystem centered around Virginia Works—the Commonwealth’s first consolidated workforce development agency, established in 2023. This agency has aligned 12 previously separate programs and data systems under one **mission: connecting people to careers and employers to skilled talent**. The number of Registered Apprentices across Virginia has expanded by over 40%, employer engagement has become more coordinated, and digital tools like *Virginia Has Jobs* have improved accessibility and awareness. These advancements reflect not only a response to macroeconomic shifts but also a deliberate internal evolution, accelerated by the creation of the Secretariat of Labor and landmark legislation. Together, these efforts reframe Virginia’s workforce ecosystem to better serve its dual customers, **employers and job seekers**, and lay a strong foundation for the 2025–2030 strategic plan.

“Workforce development” seems simple, but is a deceptively complex concept. It involves a myriad of organizations and roles – educators and training professionals who support all types of lifelong learning, economic developers, program administrators, local officials, and more – who support individuals and employers at every level toward the ultimate goal of meaningful employment and retention. It requires a proactively reactive, collaborative, and change-ready mindset from all of us, no matter our role – preparing for what is to come while responding to the needs of today. For “workforce development” to be effective, it must operate as a true ecosystem or system of systems – never as simple as one system in and of itself. It is more than processes, policies, and programs – it is a constantly changing network of people working together to connect dots, address challenges, and reach profound goals that are bigger than any one of our agencies or organizations. **Together, we aspire to be the nation’s Top State for Talent.** But to do that, we must truly operate as a cohesive, proactive, accessible workforce ecosystem.

This strategic plan for the next 5 years (2025-2030) reflects months of effort, thought, and action by a cross-agency and cross-Commonwealth group of stakeholders working together to redefine how Virginia thinks about what it means to prepare its people for the workplace and provide its businesses with the skills they need. It was designed in parallel with the Commonwealth’s economic development strategy and reflects the talent goals at the heart of that strategy. It is designed to help understand and operationalize “moonshot” goals around our collective ambition.

What makes this strategic plan distinctive is its dual focus and collaborative spirit. Rather than serving as either a traditional agency operational plan or a broad ecosystem vision, this document intentionally bridges both, articulating the shared aspirations of Virginia’s workforce development ecosystem while clearly defining Virginia Works’ specific responsibilities in achieving them. This plan was crafted through extensive partnership with the many agencies and organizations who recognize that our collective success depends on coordinated action. It represents a new model of strategic planning for workforce development: one that honors the autonomy and expertise of individual partners while establishing common goals, shared metrics, and coordinated strategies that leverage our collective strengths. In doing so, it reflects the reality that being the Top State for Talent requires both a strong state workforce agency and a thriving ecosystem of partners working in concert toward our shared vision of opportunity for all Virginians.



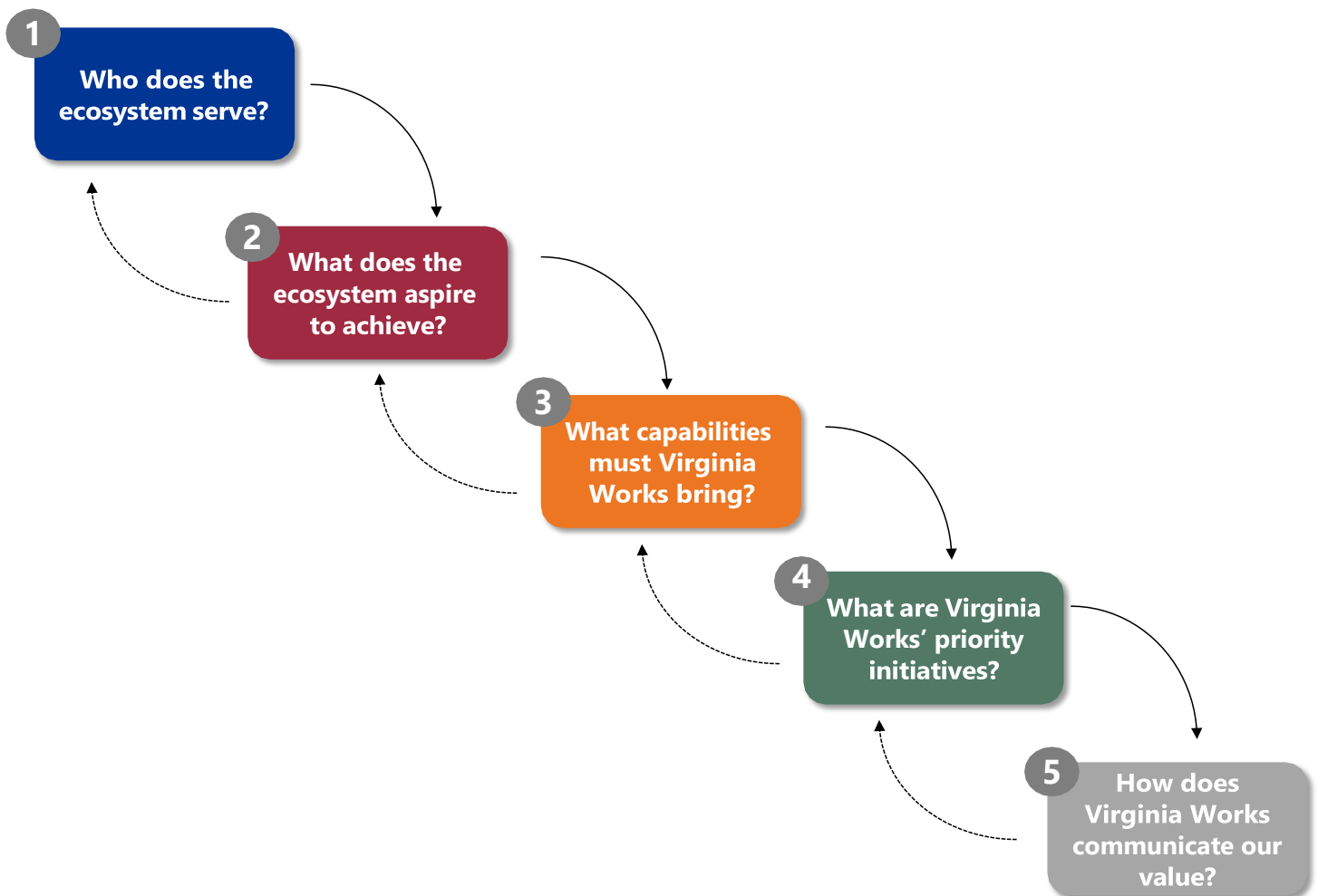


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HOW IS THIS PLAN STRUCTURED?

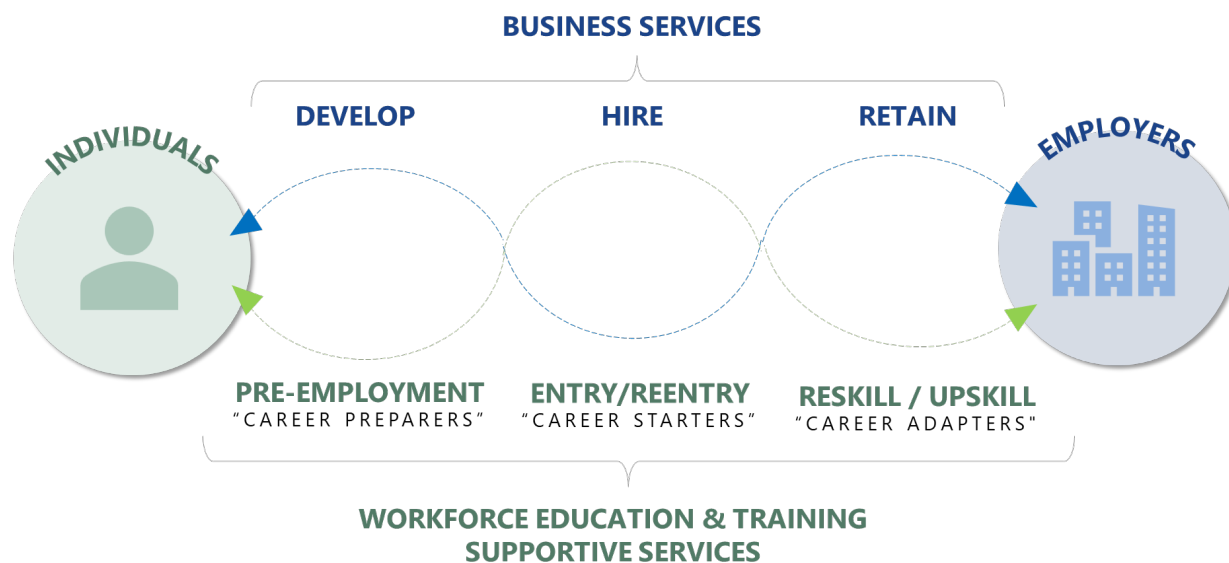
With each section, this document answers a series of questions that cascade in logical order, focusing first on the overall aspirations for Virginia’s talent and workforce ecosystem and the commitments that Virginia is making to employers and individuals over the next five years. Then, the plan lays out the role that Virginia Works, the Commonwealth’s new state workforce agency, plays in achieving those aspirations. By strategically asking and answering these questions both now and in the future, Virginia Works can not only improve its own service delivery but set the example for the rest of the ecosystem in realizing our collective ambition to be the nation’s Top State for Talent.



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WHO DOES THE ECOSYSTEM SERVE?

For truly customer-centric service delivery, the first step is to understand the customer. At the highest level, Virginia's workforce ecosystem serves dual customers: **individuals and employers**. Each Virginian experiences a lifelong journey of education, work, opportunities, and barriers that is unique, based on their lived experiences and preferences. And every one of Virginia's employers has a unique mission, business strategy, and skill and talent needs to achieve it.



SUPPORTING CAREER PREPARERS, STARTERS, & CHANGERS

Our recent customer discovery research shows that Virginians' **career journeys are less linear** than ever before and that most **Virginians are not sufficiently aware of the resources available to them** to help navigate an ever-changing job market at each stage of their journey. Our programs and services must be able to support all stages of career development: career preparation, the building of foundational skills and exploration of career pathways; the start of careers, where job mentorship, job placement services, and supportive networks are critical; as well as career adaptation, which requires necessary pivoting with the evolution of technology, industry demands, and individual needs.

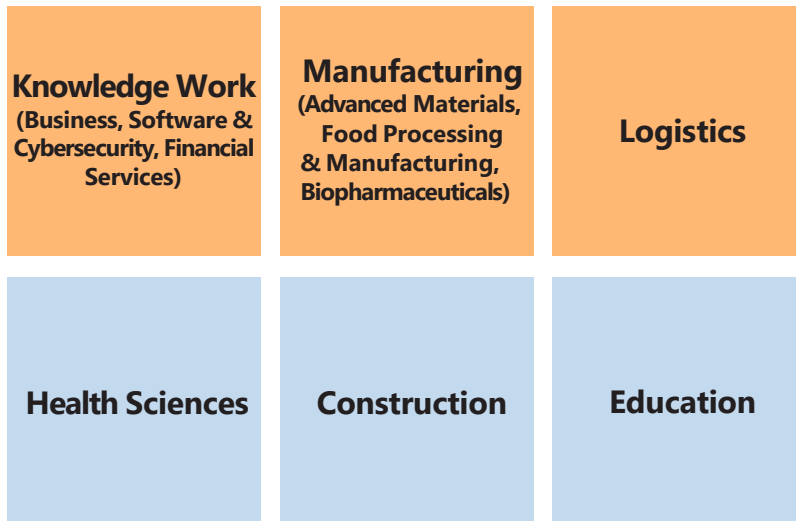
A broad survey of approximately 1,000 individuals who started new roles in Virginia within the last five years showed that nearly half (43%) of respondents had dream jobs in mind, with **88% believing those positions were available in the Commonwealth**. However, there was a notable disconnect between career aspirations and preparation: 60% of job seekers were looking for roles not directly related to their degree or credential field, yet only 13% pursued additional learning before applying to new positions. Pay was the top priority for job seekers, though cited by only 22% of respondents, while job security, interest/passion, and work-life balance each received less than 10% of responses. The survey also revealed effectiveness gaps in job search resources, with higher-income respondents consistently rating tools as more effective than their lower-income counterparts, and only about one-third of users finding each resource they utilized to be effective.

WHO DOES THE ECOSYSTEM SERVE?

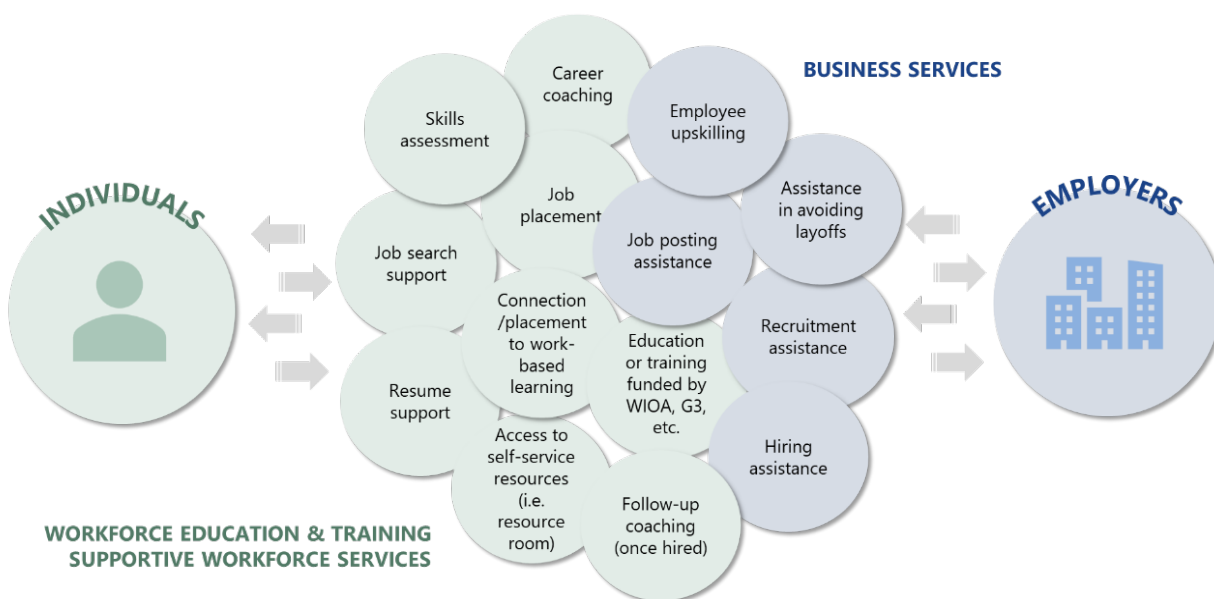
SUPPORTING EMPLOYERS: SERVING ALL, WITH A FOCUS ON PRIORITY SECTORS AND IN-DEMAND OCCUPATIONS FOR VIRGINIA'S ECONOMIC VITALITY

Virginia Works' recent customer discovery efforts highlight the impact of size, growth stage, and industry sector as key differentiating factors for employers, directly shaping how they seek talent, fill open roles, map career pathways, and engage in retention-focused efforts. From an economic development standpoint, the need is to grow capabilities in emerging fields and skillsets and to fill gaps in emergent areas, such as **healthcare, hospitality, retail, and skilled trades**.

This plan focuses on the portfolio of services that may be needed by either an individual or an employer throughout their career and in support of the goals set forth in the prior section. This set of



services illustrated below is quite simple – it's anything or everything needed to be ready to work or stay at work, or for an employer to hire and retain talent. A **"no wrong door"** approach means that these services may be provided by a whole host of physical and virtual locations across the Commonwealth, including one-stop American Job Centers (AJCs), community colleges, partner organizations, or others, and via a variety of self-service or full-service delivery approaches – which provide varying degrees of personalized support.



WHO DOES THE ECOSYSTEM SERVE?

UNDERSTANDING VIRGINIA'S REGIONAL ECONOMIES

Local Workforce Development Boards (LWDBs) are essential partners in advancing Virginia's regional economies. They convene local stakeholders, align workforce strategies with regional industry needs, and oversee the delivery of workforce services that support both job seekers and employers. By leveraging data, partnerships, and local insight, LWDBs help ensure that workforce development efforts are responsive, equitable, and impactful across the Commonwealth.

Alexandria/Arlington (aligned to GO Virginia Region 7)	
Target Industries	Key Initiatives
<ul style="list-style-type: none"> Professional, Scientific, and Technical Services Public Administration Health Care and Social Assistance Educational Services Accommodation and Food Services Retail Trade Construction Transportation and Warehousing 	<p>AI Empowerment for Job Seekers and Workforce Staff: Equip job seekers and workforce professionals with AI tools and knowledge to enhance job search effectiveness and career navigation.</p> <ul style="list-style-type: none"> • Conduct AI literacy workshops for job seekers and staff, covering tools like résumé builders, job matching platforms, tool kits, and interview simulators. • Promote the regional AI Job Search Lab, https://talentcapital.ai/ where residents can access hands-on support using AI-powered platforms for job applications and career planning. <p>Rapid Reemployment for Residents Impacted by Federal Budget Cuts Provide targeted support to individuals affected by federal downsizing or contract reductions.</p> <ul style="list-style-type: none"> • Offer fast-track career transition programs in high-demand sectors such as IT, healthcare, and logistics, with certification pathways. • Offer an Executive Coaching Service that helps residents consider their career pivots to opportunities in the regional economy. <p>Career Pathways for Low-Skilled Residents Create accessible and sustainable career pathways for residents with limited formal education or work experience.</p> <ul style="list-style-type: none"> • Expand bridge training programs that combine basic skills (literacy, numeracy, digital) with entry-level occupational training. • Partner with local employers to develop earn-and-learn models such as apprenticeships and on-the-job training in sectors like hospitality, professional services, and healthcare. <p>Child Care Workforce Expansion Initiative Increase the number of qualified child care professionals to meet growing demand and support working families.</p> <ul style="list-style-type: none"> • Provide tuition-free training and certification for early childhood educators, targeting bilingual and underrepresented candidates. • Create a regional Child Care Talent Hub to connect job seekers with open positions, training, and wraparound supports like transportation and child care subsidies. <p>Employment Stability Through Supportive Services Help residents access the services they need to maintain employment and reduce barriers to workforce participation.</p> <ul style="list-style-type: none"> • Implement a Workforce Navigator Program to connect job seekers with housing, transportation, mental health, and financial assistance. • Integrate supportive services screening into all workforce intake processes to proactively identify and address barriers.
Bay Consortium (aligned to GO Virginia Region 5 and 6)	
Target Industries	Key Initiatives
<ul style="list-style-type: none"> Aquaculture Healthcare Education Public Administration Defense Retail Customer Service Transportation and Logistics 	<p>Program Development & Implementation</p> <ul style="list-style-type: none"> • Expand employer engagement through enhanced Business Services Team outreach. • Deliver innovative training and support to meet job seeker needs. • Standardize service delivery and strengthen staff capacity through compliance training and documentation. <p>Business & Community Outreach</p> <ul style="list-style-type: none"> • Revise and implement an outreach plan targeting employers, educators, and underserved populations. • Engage stakeholders quarterly to foster collaboration. • Strengthen partnerships with community organizations. <p>Funding Diversification</p> <ul style="list-style-type: none"> • Reduce reliance on WIOA Title I funds. • Expand grant opportunities and revenue streams. • Align funding with strategic goals.

WHO DOES THE ECOSYSTEM SERVE?

Capital Region (aligned to GO Virginia Region 4)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Advanced Manufacturing Educational Services Healthcare Transportation and Warehousing Professional, Scientific and Technical Services <p>Secondary tier includes: construction/trades, finance, and hospitality</p>	<p>Expand Work-Based Learning Opportunities</p> <ul style="list-style-type: none"> Dedicating more training resources to work-based learning models and projects that make learners instant earners. <p>Innovating Employer Engagement Strategies</p> <ul style="list-style-type: none"> Continuing the refinement of the Business Solutions Team to function as a strategy lab — where we take a real industry or employer need and collaboratively build a project model that's scalable across industries and populations. <i>(Our first project is underway with the hospitality industry and employers in downtown Richmond, establishing a pre-apprenticeship cohort connecting with individuals experiencing homelessness.)</i> <p>Enhancing Service Delivery Models</p> <ul style="list-style-type: none"> Evaluating our current service delivery models and infrastructure to then move actions that achieve greater efficiencies and effectiveness. <p>Strengthening Organizational Capacity</p> <ul style="list-style-type: none"> Leveraging the recent formation of the Capital Region Workforce Foundation as impetus to diversify our resource base and expand service delivery capacity.

Central Region (aligned to GO Virginia Region 2)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Healthcare Advanced Manufacturing Nuclear Energy Technology IT/Cybersecurity Construction 	<p>Strengthen Career Pathways</p> <ul style="list-style-type: none"> Develop stackable credentials in manufacturing and healthcare. Collaborate with employers and educators to align training with industry needs. <p>Expand Work-Based Learning</p> <ul style="list-style-type: none"> Support CTE expansion (e.g., CVCC CTE Academy, Bedford Metal Workforce Center). <p>Expand Career Awareness</p> <ul style="list-style-type: none"> Create outreach materials targeting underrepresented groups. Launch a one-stop Career Pathways website. Host events like <i>Worlds of Opportunity</i> and <i>Educator Academies</i>. <p>Provide Supportive Services to Improve Workforce Access</p> <ul style="list-style-type: none"> Expand childcare options and advocate for funding. Provide transportation support (e.g., transit, carpooling, vehicle loans). Offer wrap-around services and employer-based liaison networks.

Crater Region (aligned to GO Virginia Region 4)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Healthcare Advanced Manufacturing Retail Trade Transportation and Logistics Hospitality Food Services Pharmaceuticals 	<p>Develop and Improve Career Pathways</p> <ul style="list-style-type: none"> Emphasize stackable, portable credentials and integration of work-based learning (apprenticeships, OJT, internships) Foster sector partnerships with a priority focus on Advanced Pharmaceutical Manufacturing & other emerging industries Expand integrated programming between Adult Education (SPACE) and Title I programs to streamline co-enrollment and reduce barriers Expand digital literacy, foundational skills training, and career readiness supports. Enhance career pathway navigation through coordinated case management and supportive services.

Greater Roanoke (aligned to GO Virginia Region 2)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Healthcare Manufacturing Infrastructure 	<ul style="list-style-type: none"> Increase overall awareness and understanding of the GRWDB and the Greater Roanoke workforce system. Create operational sustainability by diversifying funding sources and creating operational efficiencies. <p>Focus on innovation</p> <ul style="list-style-type: none"> Implement robust career pathways tools that are usable for employers. Formalize sector partnerships in healthcare, manufacturing, and infrastructure and create sector strategy toolkit. Study the jobs, skills, and demands of the future workforce. <p>Build and maintain partnerships with business/industry, workforce, education, and economic development partners in the region.</p> <ul style="list-style-type: none"> Continue to focus on career exploration and building talent pipelines in partnership with K-12 schools Career Quest events Senior Connection events Prioritize relationships with organizations that serve out-of-work populations.

WHO DOES THE ECOSYSTEM SERVE?

Hampton Roads (aligned to GO Virginia Region 5 - 6)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Maritime Advanced Manufacturing Information Technology Healthcare Transportation and Logistics 	Develop Career Pathways & Implement Sector Strategies <ul style="list-style-type: none"> Develop stackable, industry-recognized credentials. Integrate short-term, modular training and bridge programs. Promote and enhance employer-driven, work-based learning (e.g., OJT, apprenticeships).

New River/Mount Rogers (aligned to GO Virginia Region 1 and 2)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Advanced Manufacturing Healthcare Information Technology Skilled Trades 	Advance Sector Partnerships <ul style="list-style-type: none"> Position sector partnerships as the cornerstone of regional workforce strategy, aligning employers, education, and community partners. Drive the design of career pathways, expand work-based learning, and address sector-specific talent needs. Expand Work-Based Learning <ul style="list-style-type: none"> Scale internships, apprenticeships, pre-apprenticeships, and OJT opportunities. Support employers with a regional WBL Toolkit and integrate WBL into sector strategies for long-term career growth. Strengthen Reentry and Recovery Pathways <ul style="list-style-type: none"> Provide coordinated pre/post-release training and second-chance employment opportunities. Partner with employers and service providers to connect justice-involved and recovery populations with sustainable careers. Build Career Pathways with Stackable Credentials <ul style="list-style-type: none"> Develop career lattices with multiple entry and advancement points. Emphasize industry-recognized, portable credentials aligned with regional sector needs. Grow the Workforce Development Foundation <ul style="list-style-type: none"> Diversify funding and expand innovation to support at-risk and underserved populations. Leverage the Foundation to sustain sector partnerships and attract new investments.

Northern Virginia (aligned to GO Virginia Region 7)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Professional, Technical Services (Information Technology) Healthcare Construction Transportation/Logistics Retail Hospitality 	<ul style="list-style-type: none"> Service emphasis on growing caseloads of dislocated Federal employees and contractors. Expand work-based learning (work experience, OJT, apprenticeships). Develop career pathways and customize services for diverse populations (e.g., veterans, older workers, individuals with disabilities, young adults with barriers and ex-offenders). Integrating the Financial Empowerment Center funded by the United Way of the National Capital Area with the American Job Center in Prince William County Delivering jail-based workforce services in the Fairfax County Adult Detention Center and the Prince William - Manassas Adult Detention Center Introducing the Northern Virginia Senior Community Service Employment Program for jobseekers 55 years and older Expanding our partnership with Upwardly Global to broaden workforce and training supports for newly-arrived refugees and related foreign-born immigrants Expanding career pathways and customize services for diverse populations (e.g., veterans, adults receiving public assistance, individuals with disabilities, young adults with barriers and ex-offenders into the community)

WHO DOES THE ECOSYSTEM SERVE?

Piedmont Region (aligned to GO Virginia Region 9)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Manufacturing Finance IT Hospitality Healthcare Agribusiness Pharmaceuticals 	<p>Needs-Based Program Design</p> <ul style="list-style-type: none"> Conduct comprehensive needs assessments to identify skill gaps across individuals, employers, and emerging industries. Develop specialized, modular curricula informed by labor market analytics, global industry trends, and future-of-work forecasts. Integrate AI-driven labor market intelligence to anticipate demand shifts and guide program design. Partner with secondary schools, technical centers, and community colleges to accelerate credential attainment and career pathway access. <p>Flexible & Inclusive Learning Models</p> <ul style="list-style-type: none"> Offer multi-modal learning formats in-person, online, hybrid, and mobile-accessible to meet learners where they are. Ensure cultural responsiveness and multilingual outreach to engage diverse populations, including refugees, veterans, and rural learners. Embed AI-powered adaptive learning platforms to personalize instruction and improve learner outcomes. <p>Holistic Learning Support Services</p> <ul style="list-style-type: none"> Provide wraparound supports such as transportation, childcare, digital access, and mental health resources. Establish community-based resource hubs integrating employment services, credentialing, and social support. Use AI chatbots and virtual assistants to streamline navigation, scheduling, and service access. <p>Employer Engagement & Industry Alignment</p> <ul style="list-style-type: none"> Convene sector-based advisory councils to co-design training aligned with evolving workforce needs. Coordinate with employers to prevent outreach duplication and streamline talent pipelines. Support new and expanding businesses with customized workforce development strategies and simulation-based onboarding tools. <p>Community Partnership & Ecosystem Building</p> <ul style="list-style-type: none"> Map and engage cross-sector stakeholders, local governments, economic developers, education leaders, and nonprofits. Co-create collaborative initiatives with measurable equity, mobility, and regional resilience outcomes. Host regular engagement forums (e.g., roundtables, innovation labs, workforce summits) to foster shared ownership and continuous improvement. <p>Inclusive Worker Outreach & Access</p> <ul style="list-style-type: none"> Conduct targeted outreach to unemployed, underemployed, and historically marginalized populations. Facilitate access to education and training through intuitive digital platforms, mobile apps, and community-based events. Leverage AI simulations and virtual reality tools to expose learners to real-world job scenarios, build confidence, and accelerate skill acquisition.

Shenandoah Valley (aligned to GO Virginia Region 8)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Construction/Skilled Trades Healthcare Manufacturing IT and Emerging Technologies Transportation and Logistics Pharmaceuticals 	<p>Foster Sector-Based Partnerships</p> <ul style="list-style-type: none"> Convene and support sector partnerships for target industries. Use employer input to identify required credentials and career pathways. Address structural barriers (e.g., transportation, childcare, housing). <p>Develop Talent Pipelines</p> <ul style="list-style-type: none"> Develop career pathways aligned with employer needs and expand work-based learning (WBL) opportunities (e.g., OJT, apprenticeships). Focus on nontraditional and underrepresented populations. Implement Network2Work, a community-based service delivery model. <p>Promote Skills Development</p> <ul style="list-style-type: none"> Invest in soft skills (e.g., communication, adaptability, emotional intelligence). Align training programs with employer-validated competencies. Use curriculum and assessments to build executive functioning and work readiness.

WHO DOES THE ECOSYSTEM SERVE?

South Central Region (aligned to GO Virginia Region 3)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Healthcare Advanced Manufacturing Information Technology Construction/Skilled Trades Transportation and Logistics 	<p>Enhance support for individuals and businesses through outreach</p> <ul style="list-style-type: none"> Partner with agencies serving hard-to-reach populations (e.g., reentry, veterans, youth, underemployed). Promote the workforce system through targeted advertising. Develop a clear communication strategy for businesses and job seekers. <p>Strengthen and Diversify the Talent Pipeline</p> <ul style="list-style-type: none"> Define career pathways in high-demand occupations, aligning educational curricula with industry needs. Prioritize job placement after training. Promote apprenticeships and work-based learning. <p>Develop Essential Work-Ready Skills</p> <ul style="list-style-type: none"> Identify and validate essential workplace competencies with employers. Align training programs with these competencies. Ensure partners integrate these skills into employability training. <p>Sustain and Diversify Funding</p> <ul style="list-style-type: none"> Create criteria for evaluating funding opportunities. Build partnerships with community organizations and businesses. Expand capacity to secure funding beyond WIOA allocations.

Southwest Region (aligned to GO Virginia Region 1)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Healthcare Advanced Manufacturing Information Technology Transportation and Logistics Construction Skilled Trades Energy (including Renewable Energy) Agriculture Tourism Hospitality Public Safety and Corrections 	<p>Utilize Sector Strategies and Employer Engagement</p> <ul style="list-style-type: none"> Establish and support sector partnerships in key industries. Use employer advisory groups to align training with workforce needs. Promote career pathways and credential attainment. <p>Promote Work-Based Learning (WBL)</p> <ul style="list-style-type: none"> Expand on-the-job training (OJT), apprenticeships, internships, and pre-apprenticeships. Partner with employers to provide hands-on experience for youth and adults. <p>Develop Career Pathways and Promote Credentialing</p> <ul style="list-style-type: none"> Align training programs with industry-recognized, stackable credentials. Collaborate with community colleges and training providers to expand access. <p>Provide Supportive Services</p> <ul style="list-style-type: none"> Address barriers such as transportation, childcare, and housing. Leverage partnerships to provide wraparound services. <p>Increase labor force participation rate</p> <ul style="list-style-type: none"> Identify populations with low labor force participation rates, such as substance-use recovery, justice-impacted, and youth Identify barriers contributing to low labor force participation Design programming to address barriers to include a specific focus on transportation through Cars to Work program.

WHO DOES THE ECOSYSTEM SERVE?

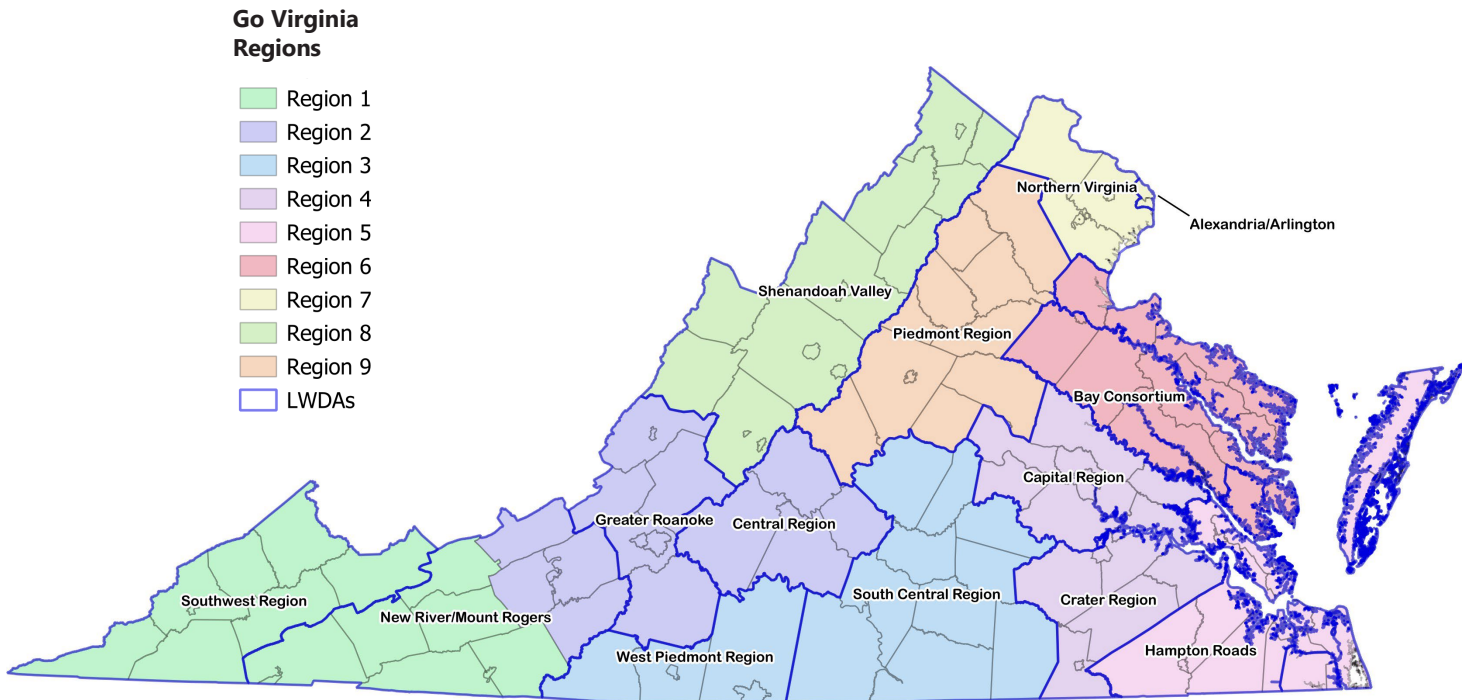
West Piedmont Region (aligned to GO Virginia Region 3)

Target Industries	Key Initiatives
<ul style="list-style-type: none"> Advanced Manufacturing Healthcare Social Assistance Information Technology Cybersecurity Transportation and Logistics Skilled Trades Construction Clean Energy 	<p>Prepare Workers for Career Pathways</p> <ul style="list-style-type: none"> Expand training and credentials in high-demand sectors. Strengthen FastForward and G3 programs. Build career pathways through dual enrollment, IET, and apprenticeships with stackable, portable credentials. <p>Strengthen Business Growth</p> <ul style="list-style-type: none"> Scale work-based learning: OJT, internships, apprenticeships. Invest in incumbent workers and customized training. Align training with employer needs via advisory councils and sector partnerships. <p>Increase Outreach and Access</p> <ul style="list-style-type: none"> Target outreach to youth, veterans, individuals with disabilities, and justice-involved populations. Leverage digital tools and community partners for recruitment. Offer career navigation and wraparound supports (childcare, transportation, etc.). <p>Reduce Barriers to Employment</p> <ul style="list-style-type: none"> Broaden access to supportive services: housing, childcare, transportation, digital tools. Co-locate and virtualize services for accessibility. Ensure inclusive, ADA-compliant delivery through strong cross-agency collaboration.



WHO DOES THE ECOSYSTEM SERVE?

LOCAL WORKFORCE DEVELOPMENT AREAS AND GO VIRGINIA REGIONS



Virginia is organized into fourteen **Local Workforce Development Areas (LWDA)**, each with their own Workforce Board that promotes and delivers workforce services under the Workforce Innovation and Opportunity Act (WIOA).

The **Virginia Growth and Opportunity (GO) Board** has developed nine **GO Virginia regions** that consist of multiple local jurisdictions that are geographically similar and also share similar economic development and workforce needs.

2

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

Virginia Works and its partners recognize that economic development means workforce development and that a concerted, collaborative effort to develop, attract, and retain Virginia's talent is a critical component powering our Commonwealth's economic vitality and growth. Virginia seeks to lead in these areas, which requires the alignment of partners around three key definitions of what it means to be a **Top State for Talent**: **1) retain & attract talent, 2) develop talent that is aligned to employer needs, and 3) unlock individual potential by reducing barriers.** Achieving these goals requires intentional collaboration—particularly ensuring that **training programs are aligned with business needs and that employers play an active role in curriculum design.**

VEDP's GOALS FOR BEING THE TOP STATE FOR TALENT MEANS WE...



1. RETAIN & ATTRACT TALENT

Strengthening and highlighting the Commonwealth's assets and economic opportunities is necessary to retain and attract the talent that will meet the demands of employers



2. DEVELOP TALENT THAT IS ALIGNED TO EMPLOYER NEEDS

Understanding industry needs and development of in-demand talent aligned with those needs is critical for creating pathways to opportunity and building a thriving workforce



3. UNLOCK INDIVIDUAL POTENTIAL BY REDUCING BARRIERS

To ensure Virginians engage in the labor force, the Commonwealth needs to reduce barriers to participation and advancement (e.g., childcare, transportation)

Virginia envisions widespread recognition as not just **A** but **THE** Top State for Talent – by both employers and individuals. Just as **Virginia has been ranked the Top State for Business**, we can also be considered the **Top State for Talent**. What metrics or outcomes will help us measure our progress? The box to the right includes several key measures.

EXAMPLE MEASURES OF OUR PROGRESS

1. Labor Force Participation Rate
2. Net in-migration as % of population rank
3. Credential and degree attainment
4. Strada Education Foundation State Opportunity Index
 - Ten-year Bachelor's and Associates return on investment (ROI)
 - Employer Alignment Score
 - Work-Based Learning Score

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

To be truly nation-leading, in an economy increasingly shaped by emerging technologies and evolving workforce expectations in an AI-enabled world, Virginia must go beyond a workforce strategy and pursue a **bold vision for talent transformation**. It is not enough to attract, develop and retain talent – being the **Top State for Talent** in the eyes of both businesses and individuals requires a comprehensive human capital re-imagining and a set of commitments made across the workforce development ecosystem to realize it.

VIRGINIA'S TALENT TRANSFORMATION "MOONSHOTS"

#1 Most Future-Ready Talent

By 2030, we envision that:

Virginia has the most AI-ready, emerging technology-equipped, and durable (soft) skills prepared workforce in the country.

To employers, this means: We are future-ready.

To Virginians, this means: We prepare you.

#1 in Workforce Availability & Agility

By 2030, we envision that:

Virginia enables smooth career pivots and workforce reentry for individuals via a suite of services that reduce barriers and rapidly reskill & upskill talent to fit industry needs.

To employers, this means: We have the most available and agile workforce.

To Virginians, this means: We help you with resources to adapt and overcome.

#1 in Skills Match

By 2030, we envision that:

Virginia's workforce demonstrates alignment with employer needs through a focus on high-demand occupations across all educational & workforce programs.

To employers, this means: Our workforce has the skills you need.

To Virginians, this means: You can access your best job here.

#1 in Work-Based Learning

By 2030, we envision that:

All learners have at least one quality work-based learning or career/technical ed experience. Prevalence of work-based learning models across the career journey (like Registered Apprenticeships & internships) *double from 2025 as baseline.*

To employers, this means: We enable how you develop talent.

To Virginians, this means: You can earn while you learn here.

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

#1 Most Future-Ready Talent

By 2030, we envision that: Virginia has the most AI-ready, emerging technology-equipped, and durable (soft) skills prepared workforce in the country.

WHY IS THIS IMPORTANT?

Being continually future-ready is crucial for Virginia's people and economy to remain competitive in the rapidly evolving global economy. As AI and automation continue to transform industries, having a workforce that is proficient in these technologies, and the human skills that underpin them, ultimately ensures that Virginia can attract and retain businesses that rely on cutting-edge innovations.

ECOSYSTEM-WIDE STRATEGIES

- Launching and communicating low-barrier-to-entry **upskilling opportunities on AI and digital literacy**
- **Collaborating with employers** to develop tailored curricula and offering incentives for businesses that invest in employee upskilling
- **Integrating AI and digital literacy into K-12 education** to prepare future generations from an early age

ECOSYSTEM INITIATIVES (A cross-agency team will determine the specific success metrics within 90 days of implementation)

Theme	Teams	Initiatives	What Success Looks Like
AI Curriculum & Educator Training	SCHEV VCCS VDOE	<ul style="list-style-type: none">• Develop guidance for AI integration across education, workforce, and business sectors.• Scale professional development opportunities to prepare educators for AI-integrated instruction.• Expand AI-focused programs at community colleges and universities to meet emerging workforce needs.• Advance ethical awareness and mitigate implied bias in AI tools through targeted education and responsible technology practices across the workforce system.	<ul style="list-style-type: none">• Increased # of educators trained in AI-related instruction• Increased # of data proficient graduates with AI-related skills
Emerging Technology Career Exploration & Certification	CCI VA Works VEDP	<ul style="list-style-type: none">• Launch the Skills Hub of Virginia Has Jobs to increase access to learning and upskilling opportunities in AI, data science, human skills, etc.• Introduce additional AI certifications to provide job-relevant training and credentials, beyond the 10,000 already released in partnership with Google.• Expand "Get Clearance Ready" training to prepare more Virginians for security clearance-required roles.	<ul style="list-style-type: none">• Continued increase in # of AI certifications earned

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

Theme	Teams	Initiatives	What Success Looks Like
Broadband Access & Digital Skill Building	DARS DBVI DHCD DOC VA Works VDOE VEDP	<ul style="list-style-type: none"> Build upon DHCD's existing initiatives to expand broadband to 400,000 Virginia households and promote digital skill building to ensure all Virginians can participate in digital learning and remote work. Implement mobile workforce service delivery systems to reach underserved and remote communities. Expand technology access to enhance program offerings within correctional facilities. 	<ul style="list-style-type: none"> Continued increased % of households with broadband adoption Digital skills training deployed statewide
AI Business Awareness & Engagement	DSBSD VA Works VEDP	<ul style="list-style-type: none"> Host AI-focused business education events to help small businesses understand the evolution of AI and adapt to new AI technologies. 	<ul style="list-style-type: none"> Continued increase in # of small businesses adapting to AI technologies

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

#1 in Workforce Availability & Agility

By 2030, we envision that: Virginia enables smooth career pivots and workforce reentry for individuals via a suite of services that reduce barriers and rapidly reskill & upskill talent to fit industry needs.

WHY IS THIS IMPORTANT?

High workforce availability and agility are essential for economic resilience and growth. Improved rapid reemployment support increases workforce agility (helping individuals transition smoothly between roles) and minimizes the economic impact of job displacement. Reducing barriers to work, such as childcare, transportation, and supporting individuals to reenter the workforce, are critical for Virginia to increase talent availability.

ECOSYSTEM-WIDE STRATEGIES

- Targeted focus on issues, such as **childcare, transportation, and access to training**
- Cross-agency focus on **referral & co-enrollment processes**, technology-enabled job matching and coordination

ECOSYSTEM INITIATIVES (A cross-agency team will determine the specific success metrics within 90 days of implementation)

Theme	Teams	Initiatives	What Success Looks Like
Integrated Support for Employment Success	DHCD DSS VA Works/ Regional Workforce Boards VCCS VDOE VEDP	<ul style="list-style-type: none"> • Enhance and formalize the referral process among workforce development partners to ensure job seekers receive comprehensive, coordinated, and timely support. This includes establishing a structured feedback loop to monitor referral outcomes, promoting co-enrollment in programs where appropriate, and implementing co-case management strategies. • Support housing stability. • Promote regional job creation. • Increase capacity of high-quality childcare. • Expand workforce capacity and resources in rural areas through the deployment of mobile units. 	<ul style="list-style-type: none"> • Increased labor force participation from 2025 as baseline • Increased job retention rates from 2025 as baseline • Increased co-enrollment from 2025 as baseline
Support for Justice Impacted Individuals	DOC DPOR DVS VA Works/ Regional Workforce Boards VCCS VDOE	<ul style="list-style-type: none"> • Connect justice impacted individuals with job training, apprenticeships, and credentialing opportunities aligned with in-demand industries. • Facilitate partnerships between employers, community organizations, and correctional institutions to expand second-chance hiring. • Support wraparound services such as transportation, childcare, and legal aid to reduce barriers to employment. 	<ul style="list-style-type: none"> • Continued increase in % of justice-impacted individuals placed in jobs

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

Theme	Teams	Initiatives	What Success Looks Like
Veterans Support	DVS VA Works VEDP VCCS DOC DPOR	<ul style="list-style-type: none"> Establish and operate a Veterans' Portal to support transitioning service members into training and employment. DPOR to create a military and veteran liaison to assist active duty and retired service members and spouses with occupational licensing. 	<ul style="list-style-type: none"> Continued increase in # of Veterans placed in jobs
Flexible and Affordable Education Pathways	DOC DPOR SCHEV VCCS VDOE VHWA	<ul style="list-style-type: none"> Expand affordable, flexible education for traditional, nontraditional, and returning students through credit for prior learning, online learning, and shortened sessions. 	<ul style="list-style-type: none"> Increased # of credentials/degrees awarded from 2025 as baseline Increased wages from 2025 as baseline Improved ROI
Assistive Technology & Inclusive Employment	DARS DBVI	<ul style="list-style-type: none"> Provide assistive technology, vocational assessments, and job placement for individuals with disabilities, including the visually impaired. 	<ul style="list-style-type: none"> Increased # of individuals with disabilities placed in jobs from 2025 as baseline
Licensing & Credentialing Access	DHP DPOR VA Works	<ul style="list-style-type: none"> Fast-track professional licensure process to accelerate workforce entry. Continue to build upon the implementation of universal license recognition to ease mobility across jurisdictions. Translate licensing materials into multiple languages to improve accessibility. 	<ul style="list-style-type: none"> Decrease avg. time to license Continued increase in # of licenses issued to out-of-state applicants
Entrepreneurship & Small Business Access	DPOR DSBSD Regional Workforce Boards	<ul style="list-style-type: none"> Promote entrepreneurship as a viable career path. Expand access to capital through partnerships with financial institutions. 	<ul style="list-style-type: none"> Continued increase in # of new small businesses launched

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

#1 in Skills Match

By 2030, we envision that: Virginia's workforce demonstrates alignment with employer needs through a focus on high-demand occupations across all educational & workforce programs.

WHY IS THIS IMPORTANT?

Aligning workforce skills with employer needs is vital for economic efficiency and productivity. When workforce programs focus on reskilling/upskilling against the in-demand occupation list, Virginia can reduce skills mismatches, ensuring that talent supply meets industry demand.

ECOSYSTEM-WIDE STRATEGIES

- Regular assessments of labor market trends and **employer needs**, adjusting educational and training programs accordingly
- **Alignment** of high value and high demand skills, occupations/credentials across agencies

ECOSYSTEM INITIATIVES (A cross-agency team will determine the specific success metrics within 90 days of implementation)

Theme	Teams	Initiatives	What Success Looks Like
Talent Attraction, Retention & Business Climate	DPOR DVS VA Works/ Regional Workforce Boards VEDP	<ul style="list-style-type: none"> • Market Virginia's workforce strengths to attract and retain employers. • Streamline employer-facing regulations to reduce administrative burden and improve responsiveness. • Provide grants for custom workforce training aligned with employer needs. 	<ul style="list-style-type: none"> • Improved average rank in the state business climate rankings • Increased in-migration rate
Sector-Based Talent Pathways	DPOR DVS VA Works/ Regional Workforce Boards VDHP VDOE VEDP VHWD VOEE	<ul style="list-style-type: none"> • Provide students with clear maps of career pathways, including required credentials, certifications, and training options. • Promote sector strategies and develop supply-demand dashboards and high-demand occupation lists to guide training and credentialing. • Streamline licensure, approve training programs, and develop healthcare workforce models to address shortages, especially in rural areas. • Create healthcare workforce development models and career pathways to strengthen the talent pipeline. • Design and implement industry Communities Of Practice (COPs) to foster collaboration and innovation. 	<ul style="list-style-type: none"> • Completion of 2026 High-Demand Occupations List • Improved Employer satisfaction with talent pipelines from 2025 as baseline

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

Theme	Teams	Initiatives	What Success Looks Like
Entrepreneurship & Small Business Support	DHCD DSBD DVS Regional Workforce Boards	<ul style="list-style-type: none"> Support infrastructure and training for entrepreneurs and small businesses to meet regional economic needs. 	<ul style="list-style-type: none"> Continued increase in # of businesses launched
Flexible and Affordable Education Pathways	DOC DPOR Regional Workforce Boards SCHEV VCCS VDOE VHWA	<ul style="list-style-type: none"> Align career pathways with industry needs to ensure workforce readiness. Promote collaboration between academia and employers to strengthen Virginia's talent development ecosystem. Align workforce programs with regional labor market needs to ensure relevance and impact. 	<ul style="list-style-type: none"> Increased percentage of graduates in high-growth industries
Labor Market Intelligence & Credential Mapping	DPOR VA Works VOEE	<ul style="list-style-type: none"> Develop tools and data systems to map credentials to occupations and measure talent supply-demand gaps. 	<ul style="list-style-type: none"> Launch of credential-to-occupation map Increased Employer usage of dashboard
Employer Engagement and Talent Concierge Services	DVS VCCS VDOE VEDP VA Works	<ul style="list-style-type: none"> Offer training and toolkits to help employers understand how to engage with students and schools effectively. Facilitate employer participation in mentorship programs, classroom presentations, and curriculum development. Create a centralized platform or network for employers to connect with education partners and students. Reimagine Layoff Aversion services to provide talent concierge services for employers navigating workforce transitions. 	<ul style="list-style-type: none"> Increased student awareness of and interest in high-demand careers. Improved alignment between student skill development and employer needs. Stronger partnerships between schools, workforce boards, and employers. Employers reporting greater satisfaction with talent pipeline development efforts.



WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

#1 in Work-Based Learning

By 2030, we envision that: All learners have at least one quality work-based learning or career/technical ed experience. Prevalence of work-based learning models across the career journey (like Registered Apprenticeships & internships) *double from 2025 as baseline*.

WHY IS THIS IMPORTANT?

Work-based learning experiences are critical for bridging the gap between education and employment. By ensuring that all students have access to such opportunities, Virginia can enhance career readiness and provide practical skills that are directly applicable in the workforce. Doubling the prevalence of work-based learning models will foster a culture of experiential learning, benefiting both students and employers.

ECOSYSTEM-WIDE STRATEGIES

- Establish Commonwealth-wide partnerships with businesses to **increase the availability of internships, registered apprenticeships**, and other work-based learning opportunities.
- **Incentivizing employers** to participate in these programs and integrating them into school curricula will create universal access.
- Additionally, creating a **standardized credentialing system for work-based learning** experiences will validate the skills acquired by students, enhancing their employability.

ECOSYSTEM INITIATIVES* (A cross-agency team will determine the specific success metrics within 90 days of implementation)

Theme	Teams	Initiatives	What Success Looks Like
Work-Based Learning Expansion in Secondary Education	DARS DPOR VA Works VCCS VDOE VEDP	<ul style="list-style-type: none">• Expand internships, registered apprenticeships, and dual enrollment opportunities to strengthen early career exposure.• Develop K-12 career programs focused on skill development and career awareness.• Integrate career navigation tools and work-based learning into higher education curricula.• Align education with industry needs to strengthen talent pipelines.• Support early credentialing and dual enrollment in high school to accelerate workforce readiness.• Reduce barriers to Work-Based Learning participation for CTE students.	<ul style="list-style-type: none">• Increased student engagement from 2025 as baseline• Increase in high school students participating in real-world work experiences from 2025 as baseline• Higher youth employment rates in high-demand fields from 2025 as baseline

WHAT DOES THE ECOSYSTEM ASPIRE TO ACHIEVE?

Theme	Teams	Initiatives	What Success Looks Like
Work-Based Learning Expansion in Post-Secondary Education	CCAM CCI DARS DOC DVS SCHEV VA Works/ Regional Workforce Boards VCCS VDOE VEDP VHWDA	<ul style="list-style-type: none"> Expand internships and other Work-Based Learning through the Commonwealth Innovative Internship Program and Fund Partnership. Grow the Registered Apprenticeship Program through accelerator program for healthcare and childcare. Increase the number of Registered Apprenticeship Intermediaries to scale program access. 	<ul style="list-style-type: none"> Increased participation in Work-Based Learning from 2025 as baseline New or expanded apprenticeship pathways in critical sectors like nursing, and early childhood education Stronger talent pipelines for in-demand industries
Employer Engagement in Work-Based Learning	DPOR DSBSD DVS VA Works/ Regional Workforce Boards VDOE VEDP VHWDA	<ul style="list-style-type: none"> Launch a Commonwealth-wide, employer-focused initiative to promote experiential learning and Work-Based Learning. Build relationships with employers to co-develop and sustain Work-Based Learning opportunities. Increase the number of state agencies offering Work-Based Learning experiences to lead by example. Provide funding to support employer participation in Registered Apprenticeship and internship expansion. Reduce barriers for employers to participate in Work-Based Learning activities by using common language, offering incentives, and providing support in program development. 	<ul style="list-style-type: none"> Improved alignment between academic programs and in-demand career pathways from 2025 as baseline Increased # of Employers Offering Work-Based Learning Opportunities Increased # state agencies offering Work-Based Learning Opportunities
Talent Network for Employers	DVS VA Works/ Regional Workforce Boards VEDP Chamber	<ul style="list-style-type: none"> Formalize Virginia Talent Network as collaborative group of state partners led by Virginia Works, VEDP and Chamber to showcase talent solutions to employers. 	<ul style="list-style-type: none"> Establishment and improvement of employer NPS year-over-year Sustained, active, positive partner engagement via partner agencies engaged with strategic plan

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WHAT CAPABILITIES MUST VIRGINIA WORKS BRING?

Virginia Works is more than just a collection of programs – we are the Commonwealth’s state workforce agency, created to serve as the central hub connecting job seekers with employers, while coordinating workforce development efforts across the state. Our mission is straightforward: **we connect people to careers and employers to skilled talent.**

How We’re Organized to Serve

Virginia Works operates through seven core capability areas that work together to deliver comprehensive workforce services.

- **Policy & Strategy:** We develop policies and strategies that guide our work and advocate for changes that benefit Virginia’s workforce. We analyze trends, identify opportunities, and create plans to address emerging workforce challenges.
- **Partnerships & Engagement:** We build and maintain relationships with employers, educational institutions, community organizations, and other state agencies. Strong partnerships multiply our impact and ensure we’re addressing real workforce needs.
- **Service Delivery:** Our front-line teams provide direct services to job seekers and employers through American Job Centers, mobile services, and virtual platforms. We ensure every Virginian can access our services regardless of location or circumstances.
- **Program & Grants Management:** We ensure that all programs and grants managed and administered by Virginia Works are integrated, consistent, compliant, and fiscally sound.
- **Technology & Data:** We leverage technology to match job seekers with opportunities, track labor market trends, and measure our impact. Our data-driven approach helps us make smarter decisions about where to focus our efforts and resources.
- **Outcomes & Performance Management:** We measure what matters and use those measurements to improve our services. We track job placements, wage gains, employer satisfaction, and other key metrics to ensure we’re delivering results.
- **Learning & Development:** We invest in our own team’s growth and development because great service starts with great people. Our staff receives ongoing training to better serve our customers and stay current with workforce trends.

The Critical Role of the Virginia Board of Workforce Development (VBWD) & Local Workforce Development Boards (LWDBs) We work closely with the VBWD that provides oversight and guidance and with the local boards that provide local insights, recommendations, and expertise. This structure ensures our services are both strategically aligned and locally responsive.

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WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

As a new agency and ecosystem convener with the opportunity to define, communicate, and continually improve what we do, **Virginia Works will commit to a set of goals over the next five years that will serve as the critical underpinning for Virginia's transformation to the Top State for Talent.** Spanning every aspect of this agency and the ecosystem it serves, these goals will align and focus Virginia Works around improving and delivering "the basics" in ways that are directly connected to our moonshot ambitions.

Virginia Works' Commitments

1. Provide world-class, omnichannel service delivery to both employers and individuals
2. Build active, resilient partnerships at the state and local level
3. Build the highest-performing client service organization
4. Implement effective and responsive sector-focused talent strategies
5. Build nation-leading workforce tech stack & data capabilities that allow us to see progress both in real time and over time

VIRGINIA'S TALENT MOONSHOTS BY 2030

#1 Most
Future-
Ready Talent

#1 in
Workforce
Availability
& Agility

#1 in Skills
Match

#1 in Work-
Based
Learning

WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

#1 MOST FUTURE-READY TALENT



By 2030, we envision that: Virginia has the most AI-ready, emerging technology-equipped, and durable (soft) skills prepared workforce in the country.

HOW VIRGINIA WORKS CONTRIBUTES

Action	Timeline	What Success Looks Like
<p>1A. Embed artificial intelligence into Virginia Works' job search and career coaching tools and services.</p> <p>Quick Win</p>	In Progress- Fall 2026	<ul style="list-style-type: none"> # and effectiveness of embedded tools Establishment and improvement of employer net promoter score (NPS) and customer satisfaction scores & feedback
<p>1B. Launch the skills hub of Virginia Has Jobs to increase exposure to learning & upskilling opportunities on AI, data science, human skills, and more.</p> <p>Quick Win Cross Partner Collaboration</p>	In Progress- Fall 2026	<ul style="list-style-type: none"> Increase in # of AI certifications earned from 2025 as baseline Increase in # of participants completing training from 2025 as baseline
<p>1C. Implement mobile service delivery systems.</p> <p>Major Transformational Initiative Cross Partner Collaboration</p>	Fall 2025- Fall 2030	<ul style="list-style-type: none"> Collaborating with partner agencies to respond to customers' needs by providing mobile services outside of traditional AJCs
<p>1D. Host AI-focused business education events to help small businesses understand and adopt AI technologies.</p> <p>Cross Partner Collaboration</p>	Fall 2026- Fall 2030	<ul style="list-style-type: none"> Collaborating with partner agencies to offer small business employer webinars on AI technologies

WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

#1 IN WORKFORCE AVAILABILITY & AGILITY



By 2030, we envision that: Virginia enables smooth career pivots and workforce reentry for individuals via a suite of services that reduce barriers and rapidly reskill & upskill talent to fit industry needs.

HOW VIRGINIA WORKS CONTRIBUTES

Action	Timeline	What Success Looks Like
<p>2A. Launch Workforce Innovation Lab with explicit goal of state-local collaborative pilot projects.</p> <p>Quick Win</p>	Winter 2026- Winter 2027	<ul style="list-style-type: none"> At least 1 pilot projects completed and implemented each quarter
<p>2B. Implement omnichannel client experience – digital, in-person, hybrid - including redesign of American Job Centers' (AJCs') service delivery models (hours, staffing, mobile access, surge support).</p> <p>Major Transformational Initiative</p>	Fall 2025- Fall 2030	<ul style="list-style-type: none"> Improved customer satisfaction scores & feedback from 2025 as baseline Increase in # and breadth of clients served Ability to proactively adjust staffing in response to major layoffs and other high-traffic events
<p>2C. Lead in convening the Commonwealth's workforce ecosystem, cataloging programs, and building an engaged best practices network.</p>	In Progress- Fall 2030	<ul style="list-style-type: none"> Sustained, active, positive partner engagement monthly via Workforce Brain Trust
<p>2D. Create and disseminate relevant, timely, and actionable career navigation content for individuals.</p>	In Progress- Fall 2030	<ul style="list-style-type: none"> Continuous addition of content to VHJ.com Implementation of webinar content, job seeker newsletter, and job seeker workshops
<p>2E. Employment support for justice impacted individuals through Opportunity Advocates.</p> <p>Cross Partner Collaboration</p>	In Progress- July 2026	<ul style="list-style-type: none"> Increase in the # of justice impacted individuals served from 2025 as baseline
<p>2F. Establish and operate a Veterans' Portal to support transitioning service members into training and employment.</p> <p>Cross Partner Collaboration</p>	Fall 2025- Fall 2030	<ul style="list-style-type: none"> Increase in the # of Veterans served from 2025 as baseline

WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

#1 IN SKILLS MATCH



By 2030, we envision that: Virginia's workforce demonstrates alignment with employer needs through a focus on high-demand occupations across all educational & workforce programs.

HOW VIRGINIA WORKS CONTRIBUTES

Action	Timeline	What Success Looks Like
3A. Establish quantitative and qualitative mechanisms for continuous employer needs assessment & "market scanning". Quick Win	Fall 2025- Fall 2030	<ul style="list-style-type: none"> Conducting quarterly needs assessment Conducting quarterly customer satisfaction survey results & feedback review
3B. Refresh and digitize the Business Services Guide and approach to present a unified, holistic view of business services. Quick Win	In Progress- Fall 2026	<ul style="list-style-type: none"> Launch of paper and digital guide in fall 2025 Widespread use of guide across partners and BSTs Sustained improvement in employer Net Promoter Score (NPS) year over year
3C. Track & forecast workforce supply / demand and program outcomes . Cross Partner Collaboration	In Progress- Fall 2028	<ul style="list-style-type: none"> Use of Workforce Data Trust for pilot & ongoing projects Launch of credential-to-occupation map Employer usage of dashboard
3D. Design and implement industry communities of practice (COPs). Quick Win Cross Partner Collaboration	In Progress- Fall 2030	<ul style="list-style-type: none"> Continuous addition of content to VHJ.com Implementation of webinar content, job seeker newsletter, and job seeker workshops
3E. Reimagine Layoff Aversion services to provide talent concierge services to employers. Major Transformational Initiative Cross Partner Collaboration	In Progress- Fall 2030	<ul style="list-style-type: none"> Increased Job Retention from 2025 as baseline Increased Employer Engagement from 2025 as baseline Establishment and improvement in Employer Net Promoter Score year-over-year

WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

#1 IN WORK-BASED LEARNING



By 2030, we envision that: All learners have at least one quality work-based learning or career/technical ed experience. Prevalence of work-based learning models across the career journey (like Registered Apprenticeships & internships) *double from 2025 as baseline.*

HOW VIRGINIA WORKS CONTRIBUTES

Action	Timeline	What Success Looks Like
<p>4A. Launch employer-focused Commonwealth-wide effort around work-based learning (experiential learning).</p> <p>Major Transformational Initiative Cross Partner Collaboration</p>	In Progress- Fall 2030	<ul style="list-style-type: none"> Conducting Quarterly needs assessment Conducting Quarterly customer satisfaction survey results & feedback review
<p>4B. Design and implement career pathways and work-based learning internal talent programs (i.e. RA) – “practice what we preach”.</p> <p>Quick Win</p>	In Progress- Fall 2026	<ul style="list-style-type: none"> Sustained improvement quarter over quarter in culture pulse survey results
<p>4C. Formalize Virginia Talent Network as collaborative group of state partners led by VW, VEDP, and Chamber that showcases talent solutions to employers.</p> <p>Cross Partner Collaboration</p>	Fall 2025- Fall 2027	<ul style="list-style-type: none"> Improved employer NPS Sustained, active, positive partner engagement via Workforce Brain Trust
<p>4D. Align education and training with employer/industry needs to strengthen talent development.</p> <p>Cross Partner Collaboration</p>	Fall 2025- Fall 2030	<ul style="list-style-type: none"> Increased credential and degree attainment Increased wages
<p>4E. Expand Registered Apprenticeship Program through accelerator program for healthcare and childcare and by increasing number of RA Intermediaries.</p>	In Progress- ongoing	<ul style="list-style-type: none"> Increased # of Registered Apprenticeship to 30,000 Increased # of Employers Sponsor and Intermediaries

WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

KEY ENABLERS



These foundational action items are **key enablers** of the agency's strategic plan, **strengthening internal capacity, data systems, and collaboration to support effective execution**. Together, they create the conditions necessary for sustained impact across the workforce ecosystem.

Action	Timeline	What Success Looks Like
5A. Create and launch comprehensive Virginia Works operations dashboard to track and manage system capacity .	Fall 2025- Fall 2026	<ul style="list-style-type: none"> Launch of dashboard in fall 2025
5B. Implement customer satisfaction measurement at scale , including employer net promoter score and penetration rate. Major Transformational Initiative	Spring 2026 – Fall 2026	<ul style="list-style-type: none"> Replicable and automated process implemented Ability to see trends over time
5C. Implement an employer customer relationship management system . Major Transformational Initiative	Fall 2025- Fall 2030	<ul style="list-style-type: none"> Improved speed, depth, and breadth of targeted employer outreach & follow-up Sustained improvement in employer Net Promoter Score (NPS) year over year
5D. Lead the ecosystem in using metrics and outcomes data to drive process and service delivery improvements .	Fall 2025- Spring 2026	<ul style="list-style-type: none"> Launch and daily use of operations dashboard Implementation of continuous improvement cycle through quarterly program reviews
5E. Define and measure return on investment (ROI) of specific programs and include in annual impact report for stakeholders . Quick Win	In Progress- Fall 2030	<ul style="list-style-type: none"> ROI reports completed for each program in 2025 – 2026
5F. Lead in how we share data across partners to support collective goals .	In Progress- Fall 2027	<ul style="list-style-type: none"> Use of Workforce Data Trust for pilot & ongoing projects Increase in data sharing agreements across agencies

WHAT ARE VIRGINIA WORKS' PRIORITY INITIATIVES?

Action	Timeline	What Success Looks Like
5G. Lead in how we bring partners together to diversify and grow our collective funding. Quick Win	Fall 2025-Fall 2030	<ul style="list-style-type: none"> At least 2 grants of \$500,000+ won per year; at least 1 grant applied for with partners per year
5H. Create, implement, and continuously communicate a unified and coherent external brand for the ecosystem.	Fall 2025-Fall 2026	<ul style="list-style-type: none"> Improved client brand awareness & satisfaction scores Implementation of employer net promoter score (NPS) Increase in website traffic hits
5I. Create easy-to-use, digital program reference guides to empower all team members (and partners as desired) with basic program info and standardize ways of operating. Quick Win	In progress-Fall 2026	<ul style="list-style-type: none"> Completion and dissemination of guides Improvement in quarterly culture pulse survey results
5J. Upskill and cross-train all agency team members on all programs, services, and latest technology. Quick Win	In Progress-Fall 2026	<ul style="list-style-type: none"> Percentage of team members cross-trained Sustained improvement in culture pulse survey results quarter over quarter
5K. Deliver focused, interactive professional development experiences at all levels with a focus on client services, communication, and accountability. Quick Win	In Progress-Fall 2030	<ul style="list-style-type: none"> At least 4 Super-Managers Retreats held Completion of an agency wide comprehensive training plan Improvement in quarterly culture pulse survey results
5L. Launch internal employee recognition and awards programs. Quick Win	In Progress-Fall 2026	<ul style="list-style-type: none"> Sustained improvement quarter over quarter in culture pulse survey results

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HOW DOES VIRGINIA WORKS COMMUNICATE OUR ROLE?

As a new agency, it is critical for Virginia Works to raise awareness of who we are, what we do, and the services we provide, continually engaging our clients and stakeholders via insightful and relevant communications. Like those of the entire workforce ecosystem, our agency's external communications are complex, given the nature and number of partners, as well as the existing "Virginia Career Works" system. Overall awareness of the workforce ecosystem and its services, however, is far lower across the Commonwealth than it could and should be. Virginia Works commits to a concerted effort over the next 5 years to launch and lead the way in **improving visibility, accessibility, and availability of services for Virginians.**

AUDIENCES

STAKEHOLDERS

- Governor's Office
- State and local legislators
- Partner agencies
- LWDBs
- Educational institutions
- Economic development partners

INDIVIDUALS

- Job seekers
- Mid-career switchers
- Youth
- Justice-involved individuals
- Veterans
- First-time job seekers
- The underemployed

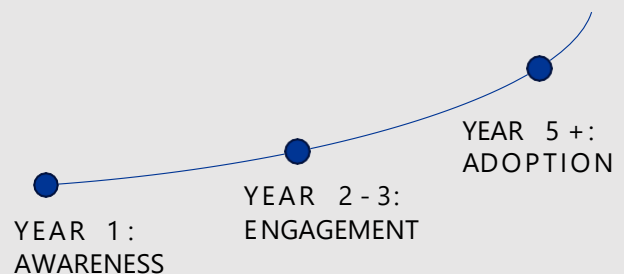
EMPLOYERS

- Private and public sector industries and businesses of all sizes
- Industry associations
- HR professionals (hiring managers, CHROs, talent development managers)

KEY THEMES

1. **Service Navigation:** Start here to find your next step.
2. **Employer Engagement:** Build your talent pipeline with us.
3. **Innovation & Impact:** Here's how we're working smarter for Virginia.
4. **Access & Opportunity:** Virginia Works for Everyone. Services for every community.

THE COMMUNICATION JOURNEY



SUCCESS METRICS

- **Stakeholder Engagement:** Event participation rates, content engagement rates
- **Consistent Commonwealth-wide Brand**
- **Client Awareness:** Website traffic, social media engagement, orientation attendance
- **Service Access:** Increasing job seeker registrations, employer service requests
- **Feedback:** Input from surveys, advisory input, and listening session feedback

HOW DOES VIRGINIA WORKS COMMUNICATE OUR ROLE?

To communicate these key themes (service navigation, employer engagement, innovation & impact, access & opportunity) to multiple audiences, there are several channels and vehicles that are critical to utilize. Some of the primary channels already being utilized by the agency or planned to be implemented within the first year of this strategic plan are highlighted below:

ASYNCHRONOUS CHANNELS

(Available anytime; allow self-paced consumption and broad reach)

- **Partner Briefs:** Quarterly one-pager with initiative and metric updates for partner agencies
- **Directors' Digest:** Monthly update to LWDBs
- **Career Connections Newsletter:** Monthly newsletter for job seekers
- **Virginia Talent Network Newsletter:** Monthly newsletter for employers
- **Social Media & Outreach Campaigns:** Weekly/daily updates to promote events, resources, and success stories
- **Website and Digital Resource Library:** Ongoing updates with tools, shareable resources, guides, templates
- **Text-Based Outreach to Employers and Individuals:** including targeted geofencing
- **Self-Service Tools and Chatbots:** for automated communication

VIRTUAL CHANNELS

(Live, interactive, or pre-recorded sessions for deeper engagement)

- **Commonwealth-Wide Workforce Town Halls:** Quarterly sessions for partner agencies
- **Virtual Industry Communities of Practice:** Monthly sector-focused collaboration for partner agencies
- **Virginia Talent Network Webinars:** Bimonthly employer webinar series
- **Virtual Orientations:** Biweekly sessions for job seekers and employers
- **Partner Office Hours:** Monthly drop-in Q&A for stakeholders
- **Pre-Recorded Trainings:** Upskilling content, how-to videos, and virtual resources

IN - PERSON CHANNELS

(Building trust, fostering relationship building, and gathering feedback & direction)

- **Community Resource Fairs / Employer Expos:** Quarterly client outreach events
- **Workforce Summits / Conferences:** Annual statewide event
- **On-Site Employer Visits:** As-needed business outreach
- **Cross-Agency Roundtables:** Quarterly policy and program alignment



CONCLUSION: A COMMITMENT TO THE FUTURE

As we look toward 2030, Virginia stands at a pivotal moment in our workforce development journey. The establishment of Virginia Works represents more than just a new agency—it embodies our Commonwealth’s bold commitment to becoming the nation’s Top State for Talent. This strategic plan is our roadmap for transformation, built on the foundation that **Virginia Works for Everyone**.

THE PATH FORWARD

Virginia’s four ambitious “moonshots”—achieving **#1 status in Future Readiness, Workforce Availability & Agility, Skills Match, and Work-Based Learning**—are not merely aspirational goals. They are concrete commitments backed by measurable actions, dedicated resources, and unwavering partnership across our workforce ecosystem. Through these initiatives, we (together) will ensure that **every Virginian has access to the tools, training, and opportunities they need to thrive in an evolving economy**.

EXCELLENCE ACROSS OUR ECOSYSTEM

Success in workforce development requires a true ecosystem approach. No single agency, organization, or program can address the complex challenges and opportunities of our modern economy alone. **Virginia Works will serve as the catalyst and coordinator**, bringing together educational institutions, employers, community organizations, and government agencies in unprecedented collaboration. Our role is to connect the dots, reduce barriers, and amplify the collective impact of our shared efforts. But Virginia Works cannot do it alone.

ACCOUNTABILITY AND ADAPTATION

This plan establishes **clear metrics for success at every level**. These partner agencies will track our progress transparently, celebrate our achievements, and adapt our strategies based on real-time data and feedback from the Virginians we serve. Our **commitment to continuous improvement** ensures this plan remains dynamic and responsive to changing needs.

A VIRGINIA THAT WORKS FOR ALL

At its core, this strategic plan reflects our belief that economic prosperity and individual opportunity are inextricably linked. When we reduce barriers to workforce participation, align skills with employer needs, and provide accessible pathways to career advancement, we create a Virginia where everyone can contribute to and benefit from our economic success.

The next five years will be transformative for Virginia’s workforce landscape. Through Virginia Works’ leadership and our partners’ dedication, we will **build a talent ecosystem that serves as a national model**—one that attracts businesses, retains our best and brightest, and provides every Virginian with the opportunity to pursue meaningful, well-paying careers.

Virginia Works commits to being accountable to our dual clients—individuals seeking opportunity and employers seeking talent. We commit to innovation in service delivery, partnership in problem-solving, and excellence in outcomes. Most importantly, we commit to ensuring that Virginia Works for Everyone. Together, **we will make Virginia the Top State for Talent**.

GLOSSARY OF KEY TERMS

American Job Centers (AJCs) - One-stop locations where job seekers can access multiple workforce services including career counseling, training referrals, and job search assistance.

Career Pathways - A series of connected education and training strategies and support services that enable individuals to secure industry-relevant certification and obtain employment within an occupational area and to advance to higher levels of future education and employment in that area.

Communities of Practice (COPs) - Groups of people who share a concern or passion for something they do and learn how to do it better as they interact regularly.

Credential Attainment - The achievement of a recognized postsecondary credential that is of value in the labor market and aligned with in-demand industry sectors or occupations.

High-Demand Occupations - Jobs that have a significant number of current or projected openings and require specific skills or training, as identified through labor market analysis.

Net Promoter Score (NPS) - A metric that measures customer satisfaction and loyalty by asking how likely customers are to recommend a service to others, scored from -100 to +100.

Omnichannel Service Delivery - Providing seamless customer experience across multiple platforms and touchpoints (in-person, online, mobile, phone).

Registered Apprenticeship - A proven model that connects job seekers seeking career opportunities with employers looking for qualified workers, combining paid on-the-job training with classroom instruction.

Return on Investment (ROI) - A performance measure used to evaluate the efficiency of an investment, calculated as the ratio of net benefit to cost.

Sector Strategies - Regional workforce development approach that focuses resources to meet the workforce needs of employers in important industries in a regional economy.

Work-Based Learning - Educational experiences in an authentic work environment where students learn knowledge and skills through hands-on experience.

APPENDIX

ACRONYM GUIDE

Virginia State Agencies and Organizations

- DARS - Department for Aging and Rehabilitative Services
- DBVI - Department for the Blind and Vision Impaired
- DHCD - Department of Housing and Community Development
- DJJ - Department of Juvenile Justice
- DOC - Department of Corrections
- DOE - Department of Education
- DPOR – Department of Professional and Occupational Regulation
- DRPT - Department of Rail and Public Transportation
- DSS - Department of Social Services
- DVS - Department of Veterans Services
- SCHEV - State Council of Higher Education for Virginia
- VCCS - Virginia Community College System
- VDH - Virginia Department of Health
- VEDP - Virginia Economic Development Partnership
- VBWD - Virginia Board for Workforce Development
- VEC - Virginia Employment Commission
- VOEE - Virginia Office of Education Economics
- VIPC - Virginia Innovation Partnership Corporation
- VMRC - Virginia Marine Resources Commission

Technology & Skills

- AI - Artificial Intelligence
- CTE - Career and Technical Education
- WBL - Work-Based Learning
- RA - Registered Apprenticeship

Regional Organizations

- IALR - Institute for Advanced Learning and Research
- NCI - New College Institute
- RHEC - Richard Bland College/Regional Higher Education Centers
- SVHEC - Southern Virginia Higher Education Center
- SWVHEC - Southwest Virginia Higher Education Center
- LWDBs - Local Workforce Development Boards

Performance Metrics

- NPS - Net Promoter Score
- ROI - Return on Investment

Programs & Initiatives

- G3 - Get Skilled, Get a Job, Get Ahead
- RESEA - Reemployment Services and Eligibility Assessment
- SNAP E&T - Supplemental Nutrition Assistance Program Employment and Training
- TAA - Trade Adjustment Assistance
- UI - Unemployment Insurance
- VIEW - Virginia Initiative for Education and Work
- WIOA - Workforce Innovation and Opportunity Act
- WOTC - Work Opportunity Tax Credit

WORKFORCE METRICS

To make Virginia the **Top State for Talent**, we must know what's working—and what we need to improve. That's why Virginia tracks workforce metrics across all workforce development programs. These metrics help us answer key questions: Are Virginians finding and keeping employment? Are our programs delivering value for the investment?

By evaluating program effectiveness over time, we can improve services, allocate resources wisely, and ensure accountability to the public. The goals and collected metrics for each Workforce Development Program may be found on the following pages. This transparency ensures that every program is aligned with our shared mission: Making Virginia **The Top State for Talent**.

Workforce Education & Training

- Adult Education (DOE)
- Apprenticeship (DOC)
- Career and Technical Education (DOC)
- Career and Workforce Development Center (RHEC)
- Fiber Optic Technician Training (NCI)
- Get Skilled, Get a Job, Get Ahead "G3" (VCCS)
- Hampton Roads Skilled Trades Rapid On-ramp Network for Growth (Virginia Works)
- New Economy Workforce Credential Grant (SCHEV)
- Postsecondary Career and Technical Education (VCCS)
- Registered Apprenticeship (IALR)
- Registered Apprenticeship (Virginia Works)
- Secondary CTE - Perkins (DOE)
- Supplemental Nutrition Assistance Program Employment and Training (DSS)
- Trade Adjustment Assistance (Virginia Works)
- Virginia Initiative for Education and Work (DSS)
- Virginia Rural Information Technology Apprenticeship Grant Fund and Program (SWVHEC)
- Virginia Space Grant Consortium Internship Programs
- Virginia Talent + Opportunity Program (SCHEV)
- Vocational Rehabilitation Program (DARS)
- Vocational Rehabilitation Program (DBVI)
- Waterman's Apprentice Program (VMRC)
- Work Certifications (DOC)
- Workforce Development Grant Program (DRPT)
- Workforce Development Initiative (DJJ)
- Workforce Innovation and Opportunity Act Adult (Virginia Works)
- Workforce Innovation and Opportunity Act Dislocated Worker (Virginia Works)
- Workforce Innovation and Opportunity Act Youth (Virginia Works)
- Workforce Training Programs (SVHEC)

Capacity Building

- Advanced Manufacturing Talent Investment Program and Fund Pilot (VEDP)
- Appalachian Regional Commission (DHCD)
- Commonwealth Cyber Initiative (VIPC)
- Earn to Learn Nursing Education Acceleration Program (VDH)
- Growth and Opportunity Fund – **"GO Virginia"** (DHCD)
- Institutes of Excellence for Non-Credit Training and Instruction (VCCS)
- Virginia Nursing Scholarship Programs (for CNAs, nurse educators, LPN, RN, NP) (VDH)
- Virginia Nurse Preceptor Incentive Program
- Virginia Loan Repayment Programs for Healthcare Jobs
- Virginia J-1 Waiver Programs (VDH)
- Work Opportunity Tax Credit (VA Works)
- Workforce Development & Training Fund (VCEDA)

Business Support Services

- Foreign Labor Certification (VA Works)
- Talent Accelerator Program (VEDP)
- Tech Talent Investment (VEDP)
- Virginia Jobs Investment Program (VEDP)
- Virginia Values Veterans (DVS)

Supportive Services

- Employment Service Program (Virginia Works)
- Family Engagement Services (DSS)
- Jobs for Veterans (Virginia Works)
- Migrant and Seasonal Farmworkers (VA Works)
- Military Education & Workforce Initiative (DVS)
- Military Medics and Corpsman Program (DVS)
- Rapid Response (Virginia Works)
- Reemployment Services and Eligibility Assessment (Virginia Works)
- Refugee Support Services Program (DSS)
- Senior Community Service Employment Program (DARS)

The list above includes the programs currently included in Virginia's Commonwealth-Wide Workforce Metrics Initiative mandated by Virginia Code as of July 1, 2025.

APPENDIX

COMMONWEALTH WORKFORCE PROGRAM METRICS CROSSWALK

Goals are for Fiscal Year 2026 (July 1, 2025 - June 30, 2026) **Current as of December 2025**

	Agency and Program Name	Job Placements Annual Final Baseline	Job Placement FY 26 Goal	People Trained Annual Final Baseline	People Trained FY 26 Goal	Program Cost	Program cost per Participant	Pro-gressed Wage Growth	Job Retention
1	DARS Senior Community Service Employment Program	7	9	435	NA Program Transition	✓	✓	✓	✓
2	DARS Vocational Rehabilitation Program	2,687	2,956	3,715	4,087	✓	✓	✓	✓
3	DBVI Vocational Rehabilitation Program	141	150	190	201	✓	✓	✓	✓
4	DHCD Appalachian Regional Commission	New Program identified in FY25	To be set after baseline	New Program identified in FY25	TBD	✓	✓	NA	NA
5	DHCD Growth & Opportunity Fund	281 Jobs Created	3,469 Jobs Created	6,490	13,554	✓	✓	NA	NA
6	DJJ Workforce Development Initiative	19*	42	38*	86	✓	✓	✓	✓
7	DOC Apprenticeship	17	20	20	22	✓	✓	✓	✓
8	DOC Career & Technical Education	328	442	1,314	1,445	✓	✓	✓	✓
9	DOC Work Certifications	101	177	656	722	✓	✓	✓	✓
10	DOE Adult Education	4,140	4,328	1,453	1,543	✓	✓	✓	✓
11	DOE Secondary CTE-Perkins	8,488	9,337	45,834	50,417	✓	✓	✓	✓
12	DRPT Workforce Development Grant Program	Data not available	To be set after baseline	15	17	✓	✓	NA	NA
13	DSS Family Engagement Services	Data not available	361	Data not available	10	✓	✓	NA	NA
14	DSS Refugee Support Services Program	Data not available	5,795	Data not available	2,390	✓	✓	NA	NA

* Baseline data not based on full year

APPENDIX

COMMONWEALTH WORKFORCE PROGRAM METRICS CROSSWALK

Goals are for Fiscal Year 2026 (July 1, 2025 - June 30, 2026) **Current as of December 2025**

	Agency and Program Name	Job Placements Annual Final Baseline	Job Placement FY 26 Goal	People Trained Annual Final Baseline	People Trained FY 26 Goal	Program Cost	Program cost per Participant	Pro-gressed Wage Growth	Job Retention
15	DSS Supplemental Nutrition Assistance Program Employment & Training	1,055	1,161	349	384	✓	✓	✓	✓
16	DSS Virginia Initiative for Employment & Work	12,001	13,201	792	871	✓	✓	✓	✓
17	DVS Military Education & Workforce Initiative	92	Program in sunset	89	Program in sunset	✓	✓	✓	✓
18	DVS Military Medics & Corpsman Program	102	300	NA	NA	✓	✓	NA	NA
19	DVS Virginia Values Veterans	5,645	10,000	NA	NA	✓	✓	NA	NA
20	IALR Registered Apprenticeship Program	17*	57	3*	13	✓	✓	✓	✓
21	NCI Fiber Optic Technician Training	4*	10	19*	42	✓	✓	✓	✓
22	RHEC Career & Workforce Development Center	13*	29	NA	NA	✓	✓	✓	✓
23	SCHEV New Economy Workforce Credential Grant	942	1,036	12,795	14,074	✓	✓	✓	✓
24	SCHEV Virginia Talent + Opportunity Programs	Data not available	To be set after baseline	23,103	25,413	✓	✓	✓	✓
25	SVHEC Workforce Training Programs	73	80	186	205	✓	✓	✓	✓
26	SWVHEC Virginia Rural Information Technology Apprenticeship Grant Fund Program	2*	4	35*	53	✓	✓	NA	NA

* Baseline data not based on full year

APPENDIX

COMMONWEALTH WORKFORCE PROGRAM METRICS CROSSWALK

Goals are for Fiscal Year 2026 (July 1, 2025 - June 30, 2026) **Current as of December 2025**

	Agency and Program Name	Job Placements Annual Final Baseline	Job Placement FY 26 Goal	People Trained Annual Final Baseline	People Trained FY 26 Goal	Program Cost	Program cost per Participant	Pro-gressed Wage Growth	Job Retention
27	VCCS Get Skilled, Get a Job, Give Back Innovation & Program Grants	Data not available	4,259	5,330	5,655	✓	✓	✓	✓
28	VCCS Institutes of Excellence for Non-Credit Training & Instruction	NA	NA	NA	NA	✓	NA	NA	NA
29	VCCS Postsecondary Career & Technical Educations	Data not available	18,656	25,114	26,641	✓	✓	✓	✓
30	VCEDA Workforce Development & Training Fund	18*	36	278*	404	✓	✓	✓	✓
31	VDH ARC J-1 Waiver	0	To be set after baseline	NA	NA	NA	NA	NA	✓
32	VDH Earn to Learn Nursing Education Acceleration Program	New Program	To be set after baseline	New Program	To be set after baseline	✓	✓	✓	✓
33	VDH Health & Human Services Waiver Program	15	18	NA	NA	NA	NA	NA	✓
34	VDH Mary Marshall CNA Long Term Facility Scholarships VDH	3	3	NA	NA	✓	✓	NA	✓
35	VDH Mary Marshall CNA Nursing Scholarships	52	47	NA	NA	✓	✓	NA	✓
36	VDH Mary Marshall Nursing Scholarship Program Nursing Scholarships, LPN & RN	108	119	NA	NA	✓	✓	NA	✓

* Baseline data not based on full year

APPENDIX

COMMONWEALTH WORKFORCE PROGRAM METRICS CROSSWALK

Goals are for Fiscal Year 2026 (July 1, 2025 - June 30, 2026) **Current as of December 2025**

	Agency and Program Name	Job Placements Annual Final Baseline	Job Placement FY 26 Goal	People Trained Annual Final Baseline	People Trained FY 26 Goal	Program Cost	Program cost per Participant	Pro-gressed Wage Growth	Job Retention
37	VDH National Interest Waiver Program	9	13	NA	NA	NA	NA	NA	✓
38	VDH Nurse Educator Nursing Scholarships	2	2	NA	NA	✓	✓	NA	✓
39	VDH Nursing Preceptor Incentive Program	330*	396	263*	1,157	✓	✓	NA	✓
40	VDH Nursing Scholarships Long-Term Facility(CNA, LPN, RN)	14	10	NA	NA	✓	✓	NA	✓
41	VDH Nursing Scholarships Nurse Practitioner/Nurse Mid-Wife	Data not available	3	NA	NA	✓	✓	NA	✓
42	VDH Virginia Behavioral Health Student Loan Repayment Program	88	100	NA	NA	✓	✓	NA	✓
43	VDH Virginia Conrad 30 Waiver Program	30	30	NA	NA	NA	NA	NA	✓
44	VDH Virginia Student Loan Repayment Program	62	68	NA	NA	✓	✓	NA	✓
45	VEDP Advanced Manufacturing Talent Investment Program & Fund Pilot	NA	NA	NA	NA	✓	NA	NA	NA
46	VEDP Talent Accelerator Program	1,557 <i>Jobs Created/ Announced</i>	NA <i>Jobs Created/ Announced</i>	NA	NA	✓	NA	NA	NA
47	VEDP Tech Talent Investment	NA	NA	NA	NA	✓	NA	NA	NA
48	VEDP Virginia Jobs Investment Program	3,320 <i>Jobs Created/ Announced</i>	NA <i>Jobs Created/ Announced</i>	NA	NA	✓	NA	NA	NA

* Baseline data not based on full year

APPENDIX

COMMONWEALTH WORKFORCE PROGRAM METRICS CROSSWALK

Goals are for Fiscal Year 2026 (July 1, 2025 - June 30, 2026) **Current as of December 2025**

	Agency and Program Name	Job Placements Annual Final Baseline	Job Placement FY 26 Goal	People Trained Annual Final Baseline	People Trained FY 26 Goal	Program Cost	Program cost per Participant	Pro-gressed Wage Growth	Job Retention
49	VIPCommonwealth Cyber Initiative Experiential Learning	45	70	1,039	638	✓	✓	✓	✓
50	Virginia Space Grant Consortium Internship Program	Data not available	To be set after baseline	22*	48	✓	✓	✓	✓
51	Virginia Works Employment Service Program	17,461	19,207	NA	NA	✓	✓	✓	✓
52	Virginia Works Foreign Labor Certification	8,948 <i>Jobs created</i>	NA <i>Jobs created</i>	NA	NA	✓	✓	NA	NA
53	Virginia Works Hampton Roads Skilled Trades Rapid On-Ramp Network	220	242	314	347	✓	✓	✓	✓
54	Virginia Works Jobs for Veterans	344	378	NA	NA	✓	✓	✓	✓
55	Virginia Works Migrant & Seasonal Farmworkers	NA	NA	NA	NA	NA	NA	NA	NA
56	Virginia Works Rapid Response	69*	304	NA	NA	✓	✓	✓	✓
57	Virginia Works Reemployment Services & Eligibility Assessment	1,653	1,818	NA	NA	✓	✓	✓	✓

* Baseline data not based on full year

APPENDIX

COMMONWEALTH WORKFORCE PROGRAM METRICS CROSSWALK

Goals are for Fiscal Year 2026 (July 1, 2025 - June 30, 2026) **Current as of December 2025**

	Agency and Program Name	Job Placements Annual Final Baseline	Job Placement FY 26 Goal	People Trained Annual Final Baseline	People Trained FY 26 Goal	Program Cost	Program cost per Participant	Pro-gressed Wage Growth	Job Retention
58	Virginia Works Registered Apprenticeship Program	4,098	4,508	1,444	1,588	✓	✓	✓	✓
59	Virginia Works Trade Adjustment Assistance	70	Program in sunset	45	✓	✓	✓	✓	✓
60	Virginia Works Work Opportunity Tax Credit	10,292* (# applications certified)	45,285 (# applications certified)	NA	NA	✓	✓	✓	✓
61	Virginia Works Workforce Innovation & Opportunity Act - Adult	1,677	1,852	1,028	1,130	✓	✓	✓	✓
62	Virginia Works Workforce Innovation & Opportunity Act - Dislocated Workers	285	314	198	220	✓	✓	✓	✓
63	Virginia Works Workforce Innovation & Opportunity Act - Youth	521	574	243	267	✓	✓	✓	✓
64	VMRC Waterman's Apprentice Program	24	80	Data not available	To be set after baseline	✓	✓	✓	✓

* Baseline data not based on full year

APPENDIX

TITLE I REGIONAL GOALS FOR JULY 1, 2025-JUNE 30, 2026

Each of Virginia's fourteen Local Workforce Development Boards (LWDBs) plays a vital role in advancing regional talent strategies. To support this work, Virginia Works collaborates with LWDBs to establish annual goals that reflect both local priorities and statewide objectives. These goals are about partnership, learning, and shared progress. By setting clear, region-specific targets for outcomes like job placement and training, we aim to create a consistent, transparent framework that supports continuous improvement while honoring local expertise. **Together, we're building a stronger, more responsive workforce system—one that works for every region and every Virginian.**

Workforce Innovation and Opportunity Act Title I Adult Program	Job Placement		People Trained	
	Baseline FY 24	Goal FY 26	Baseline FY 24	Goal FY 26
LWDA 1 Southwest	115	127	34	37
LWDA 2 New River/Mount Rogers	111	122	34	37
LWDA 3 Greater Roanoke	163	179	75	83
LWDA 4 Shenandoah Valley	46	51	32	35
LWDA 5 Crater Area	55	61	45	50
LWDA 6 Piedmont	32	35	30	33
LWDA 7 Central	52	57	35	39
LWDA 8 South Central	65	72	45	50
LWDA 9 Capital Region	233	256	60	66
LWDA 10 West Piedmont	97	107	49	54
LWDA 11 Northern	158	174	118	131
LWDA 12 Alexandria/Arlington	44	48	26	29
LWDA 13 Bay Consortium	94	103	88	97
LWDA 14 Hampton Roads	418	460	354	389
Statewide	1,683	1,852	1,025	1,130

Workforce Innovation and Opportunity Act Title I Dislocated Worker Program	Job Placement		People Trained	
	Baseline FY 24	Goal FY 26	Baseline FY 24	Goal FY 26
LWDA 1 Southwest	7	8	5	6
LWDA 2 New River/Mount Rogers	34	37	30	33
LWDA 3 Greater Roanoke	10	11	12	13
LWDA 4 Shenandoah Valley	3	3	0	1
LWDA 5 Crater Area	5	6	7	8
LWDA 6 Piedmont	11	12	5	6
LWDA 7 Central	18	20	7	8
LWDA 8 South Central	17	19	7	8
LWDA 9 Capital Region	79	87	24	26
LWDA 10 West Piedmont	18	20	24	26
LWDA 11 Northern	41	45	30	33
LWDA 12 Alexandria/Arlington	10	11	6	7
LWDA 13 Bay Consortium	4	4	4	4
LWDA 14 Hampton Roads	28	31	37	41
Statewide	285	314	198	220

Workforce Innovation and Opportunity Act Title I Youth Program	Job Placement		People Trained	
	Baseline FY 24	Goal FY 26	Baseline FY 24	Goal FY 26
LWDA 1 Southwest	45	50	10	12
LWDA 2 New River/Mount Rogers	52	56	9	12
LWDA 3 Greater Roanoke	33	36	9	10
LWDA 4 Shenandoah Valley	9	10	10	13
LWDA 5 Crater Area	6	7	4	4
LWDA 6 Piedmont	29	32	12	13
LWDA 7 Central	59	65	18	20
LWDA 8 South Central	29	32	14	15
LWDA 9 Capital Region	74	79	25	29
LWDA 10 West Piedmont	10	11	1	1
LWDA 11 Northern	45	50	25	28
LWDA 12 Alexandria/Arlington	8	9	1	1
LWDA 13 Bay Consortium	24	26	6	7
LWDA 14 Hampton Roads	101	111	93	102
Statewide	524	574	237	267



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