



July 17, 2014  
9:00 – 11:00 a.m.  
Virginia Department of Transportation (VDOT)  
3536 North Valley Pike  
Harrisonburg, VA

- **Call to Order**
  - a) Roll Call
  - b) Introduction of Guests
  - c) Prior Meeting Minutes

**Board vote required.**
  
- **SVWIB Operations**
  - a) WIA Program Transition Update
  - b) WIA Implementation Update
  - c) Valley Workforce Center Certification Update
  - d) Training Provider Decision Brief

**Board vote required.**
  
- **Workforce Initiatives**
  - a) Valley On-the-Job Training Update
  - b) Grants Update
  - c) Veterans Program
  - d) Logo and Website Update
  
- **Committee Reports**
  - Finance Committee

**Board vote required.**
  
- **Other Business**
  - a) Election of Executive Committee Member
  - b) Conflict of Interest Forms
  
- **Public Input (Rules and Guidelines attached)**
  
- **Adjournment**

**Next Meeting Date and Time: September 18, 2014, 9:00 – 11:00 a.m.**  
**Meeting Location: VDOT, Harrisonburg**

## **Public Input Rules and Guidelines**

- 1) Citizens desiring to speak during the public input period must sign in on the Public Input Sign-in sheet to provide information which includes printed name, organization (if applicable) and input topic. This will allow for citizens to be recognized by the Chairman of the Board during the Public Input period.
- 2) Individuals should stand when recognized by the Chairman of the Board; speak their name, organization (if applicable) and input topic.
- 3) Individuals should direct input to the Chairman of the Board.
- 4) Individuals are limited to no more than five (5) minutes. The time limit applies per individual and not per topic. Individual input to address multiple topics is limited to five minutes.
- 5) Individuals representing a group of citizens are limited to five (5) minutes; members comprising the group represented forfeit their individual time to speak.
- 6) When there are multiple individuals requesting time for public input on a single topic and the input is the same, at the Chairman of the Board's discretion, the number of speakers may be limited in order to make effective use of Board member's time and to allow an opportunity for input on multiple topics to be heard by the Board.
- 7) All citizens are strongly encouraged to put their comments in writing to the Board prior to the meeting for inclusion in the Board materials. Such written comments should be submitted to the SVWIB office the Monday prior to the Board meeting.

**SVWIB MEETING MINUTES**  
**May 15, 2014**

The Shenandoah Valley Workforce Investment Board (SVWIB) held a business meeting on Thursday, May 15th, 2014, at Virginia Department of Transportation, 3536 North Valley Pike, Harrisonburg, Virginia. Jeff Stapel, Board Chair, called the meeting to order at 9:05 a.m.

**Members present included:**

Donna Holloway	Karen Parker	Jeff Stapel
Paul McFarland	Michael Wong	
Don Mutersbaugh	Jeanian Clark	Robin Sullenberger
Clay Stein	John Downey	Carroll Comstock
Cynthia Roberts	Mike Lowe	Patrick Barker
Meredith Downey	Gary Keener	Jim Shaeffer
Jonah Windham	Sam Crickenberger	Brandon Davis

**Also Present:** SVWIB Staff Members Sharon Johnson, Loretta Snow, Susan Schoenthaler, Tish Harris, Debby Hopkins, Debbie Berry, Veronica Wright, Brett Tavel, Alex Berry, Sheri Pinto, Vanessa Robinson

**The following guests attended this meeting:** Julie Goodlick (VEC-Fishersville), Elizabeth McCarty (CSPDC), Tonya Brackman (Goodwill), David Silcox (VEC-Harrisonburg), Nicholas Dashnaw (Shenandoah Initiative for Adult Education)

**Review of last meetings' minutes:**

***A motion was made by Michael Wong to accept the minutes from the November 21, 2013 meeting. This was seconded by Robin Sullenberger and passed unanimously.***

**Jeff Stapel states we will change the sequence of things and move to committee reports and deal with the RFP Commission and the process of selecting a new service provider. He asks for a motion to move to a closed session following closed meeting procedures in accordance with section 2.2-3712 of the Code of Virginia which is called for the purpose of discussing the award of a public contract involving the expenditure of public funds and discussion of the terms or scope of such a contract. Discussion in an open session would adversely affect the bargaining position or negotiating strategy of the public body. He asks for a second to the motion. Don Mutersbaugh seconds and this passes unanimously.**

**CLOSED SESSION**

A role call vote was taken to certify that, to the best of each member's knowledge, only public business matters were identified in the motion by which the closed meeting was convened or heard, discussed, or considered according to section 2.2-3712.

**Role Call Vote taken:**

Jeff Stapel - yes	Mike Lowe - yes	Patrick Barker - yes
Jeanian Clark - yes	Carroll Comstock - yes	John Downey - yes
Meredith Downey - yes	Donna Holloway - yes	Gary Keener - yes
Paul McFarland - yes	Don Mutersbaugh - yes	Karen Parker - yes
Cynthia Roberts - yes	Jim Shaeffer - yes	Robin Sullenberger - yes
Jonah Windham - yes	Michael Wong - yes	Sam Crickenberger - yes
Brandon Davis - yes	Mike Lowe - yes	

Jeff Stapel asks for a motion to deal with what was discussed in the closed session.

**Jim Schaeffer makes a motion that the board authorizes the commission to finalize the giving of the contract for the adult and dislocated worker contract to Goodwill of the Valleys and authorize the commission to finalize the negotiation to their satisfaction with the contract for the youth. John Downey seconds motion.**

Don Mutersbaugh asks to clarify the wording. Jeff Stapel clarifies it is to negotiate the agreement.

**Motion passes unanimously.**

## **SVWIB OPERATIONS**

### **WIA Performance Update:**

Tish Harris turns everyone to page 12, performance measures for period ending Quarter 3. The focused is on the CRC rate because it has dropped from Q2 to Q3. The ResCare April performance report has not been received. There have been at least five additional CRC tests given. However, ResCare staff is having a difficult time getting individuals to come in and take the tests. There was supposed to be an effort made to connect CRC testing with the application and enrollment process.

Right now, the actual adult CRC rate is 9.8 percent which is problematic because the target is 18 percent set by the State. Next year, it goes to 25 percent. It is going up and the CRC rate is of concern to us. If we do not meet it, we may have funding sanctions.

Turning to page 13 of the Board materials, looking at enrollment numbers. Youth has been a challenge. The enrollment numbers for youth is a total of 22, which is low. That's why youth continues to be such a concern. In March, there were four. Looking at the number of out-of-school youth, most of those 22 were in out-of-school. Traditionally, those are harder to enroll. We have been going to school consortium meetings. The SVWIB staff has been working through community college networks with secondary education to connect with high schools in the SVWIB service region. SVWIB staff has provided WIA youth program information sessions through Lord Fairfax and Blue Ridge Community Colleges.

Jim Shaeffer asks if one person can do enrollments or is it headcount? Tish answers its headcount. Mr. Schaeffer then asks if this is going back a few years, has this always been low

or is this trending low? Tish answers it is trending lower. At one time, we had several youth contractors. Unfortunately, we had some pockets where there were stronger contractors and they gave better services. We had other pockets where the programs were not as strong. Not sure what services some of the youth were getting due to inconsistency in delivery of services. Sometimes, the numbers were higher because we did summer employment programs.

Turning to page 14 of the Board materials, adult and dislocated worker enrollments. Adult enrollments have been fairly strong at 111. Dislocated worker, again, more problematic at 55. Through March, set a goal of 109. As of March, we're at about 50%. Opens up for comments or questions.

Robin Sullenberger states: at community college, enrollment numbers tend to trend due to economy. Is there a perception that, "the economy has improved and I don't need this"? Tish answers, "originally, I would have said yes". But have found that people are not coming in saying, "I'm desperate for a job." People are coming in that are underemployed. They held on to whatever job they had through the down cycle but now are looking for work that closer matches their educational, skills, and abilities. John Downey asks if, in that example, would they meet the definition of a dislocated worker if they were holding on to that job? Tish answers, no, because they were employed but underemployed. People are still working but looking for full time work with benefits that match their skills and education level.

Tish moves onto page 15 of the Board materials to talk about individual traffic patterns in the offices. Have some additional information. Meredith had asked about traffic in the rural areas. To add to the traffic counts that you see here by workforce center in Harrisonburg, Staunton, Winchester, would also add that in the Lord Fairfax Community College campus, there have been 62 walk-ins since December, 13 active cases, four finished training, four active training, eight in jobs. Also, from Dabney, do not have the Dabney campus in Rockbridge at the Rockbridge Center. Do not have specific numbers. Not as good of records at Dabney. We were there half days until we expanded recently. Due to summer schedule changes, have switched days. They have had 80 walk in and enrolled 15 of those. At Dabney, the days just changed. Main day is Friday but we are there half a day on Wednesday.

Finally, from last time, gave performance measure date definition key on bottom to show that all of these numbers are lagging indicators. Performance metrics are negotiated between the WIB and the state through the state WIA grantee, the Virginia Community College System (VCCS). Our concern areas are the employment retention rate in adults. They are met but met at threshold level instead of target level. One good thing on here is youth, literacy/numeracy gains, we have exceeded this measure. The actual numbers served are really low but the measure has been met. The CRC overall measure is of concern because it has not been met and will likely not be met for the year. The goal is 18 percent and current performance is at 9.8 percent. To address this, we have trained all the case managers to proctor the CRC test. There is a schedule for CRC testing at every Valley Workforce Center location. We're doing those tests frequently. One of the problems is that people enroll and they don't return or the case manager loses contact with participants. Moving that test to be part of the enrollment process is going to be key to meeting performance goals.

Sharon Johnson states there is one WIB with lower CRC performance and 13 WIBs with higher CRC performance. The state average for CRC performance is 33%. There is a lot of work to do in that area. Opens for questions. None.

### **Training Provider Decision Brief:**

Page ten in packet. Request from Mary Baldwin for consideration as a WIA certified training provider. Staff has reviewed the packet from MB and it includes all required documentation.

Donna Holloway makes comment that they're limited to bachelor's degree that focuses on liberal arts. We are not allowed to go for bachelor's degree. WIA would not work for bachelor's because there's not enough money or time. Liberal arts is not a marketable skill. The WIA Workforce Investment Act demands that we only train people that will be able to get a job when they get out. Robin Sullenberger asks what their motivation is for wanting to be certified. Susan states they had a case manager with ResCare that asked them to apply so they can fund a trainee. John Downey asks if there's a standard by which we certify a training provider. Sharon answers there is not at this point SVWIB defined parameters for which training providers are considered; such as training for specific industries or specific occupations within industries. That would be something to have as a topic for the next board meeting. Jim asks question, if we approve this, he'd come back with multiple degree programs from JMU. If we approve them, there's a line of money for people to sign up in degree programs.

### **Jim Schaeffer makes motion to table this decision brief and bring it for discussion at next board meeting. Paul McFarland seconds the motion.**

Don Mutersbaugh asks if this is going to come back on financial impact. Does their application say we want to be a provider of liberal arts? Sharon confirms that the decision brief does specify liberal arts education. Mutersbaugh asks, are they holding enrollment applications pending unless we do this? Are we going to be negative backlash to them? Jim says it was very wise to do on their part but doesn't think they don't have the sense that we're going to get ten more students. Right now, they're opening up very large nursing programs. John Downey asks why ResCare made this referral. Sharon answers there was a participant they were working with that wanted training through this source. They're not an approved training provider. Jim wants his comments to be taken that this is not negative towards the college but concerned about setting policy for the organization.

Brandon Davis states it would be worth coming back and looking at later. Maybe there are niches in their school and they've applied wrong. John Downey states that's why we should have standards in these requests. Donna Holloway states a lot of the federal grants restrict how much money can be spent for training, the length of training. WIA funds are usually used for certificate program or an associate's degree. BA and BS degrees are off the table because of price and length of training. Federal law specifically states that any training that WIA put people in has to be occupationally targeted to an occupation in demand.

### **Motion to table decision brief passes unanimously.**

## **WORKFORCE INITIATIVES**

### **Valley On-the-Job Training:**

Alex Berry goes to page 17 in packet. (Announces these are the last few hours of his employment and takes a moment to say thank you for the opportunity.) He goes on to state that the OJT is doing well and this is good summarization of where we are. For a long time, we had believed for someone to participate in our program, you had to receive services from a case worker. The Valley OJT Federal Program Officer has informed staff that only individuals in OJT contracts are considered participants. So, we had to modify our system. Our original goal of serving 310 people will easily blow through that number so not concerned about having to modify. We were reporting about 460 participants. We still are going to serve those individuals enrolled early in the project, but for technicality purposes, they are not participants in the initiative.

As of today, we have had 294 people enter OJT contracts. That is 95 % on way to goal. Completed training, we had 154 people, which means they have to wait to the next quarter for us to count that. That's about 70 % of our goal. Alex believes we'll meet that goal in about two quarters from now. The final metric is to retain employment two quarters after training. There have been about 100 people who have retained employment, which is 75% of our goal. Valley OJT is on track to exceed all performance measures.

Moving to grant finances, to date, we have obligated \$1.45 million in contracts and actually expended \$1.23 million. That means we have about \$200,000 outstanding and owed to employers with OJT contracts. That's our primary problematic line item for our WIB. Over the course of the next nine months, we're hoping to spend about \$700,000 in OJT contracts.

Turning attention to the WIB partnership with the New River Mount Rogers WIB, we have been reporting they're struggling for about a year. We had put in a performance improvement plan with them and establish clear guidelines. They didn't meet those guidelines last quarter and they didn't meet them in a substantial manner. They were 75% below their goal. Sharon and I got our Federal Program Officer (FPO) on the phone and talked through our options. We have since jointly made the decision with the NRMR WIB that the OJT opportunity is not a good match for them. Sharon states this kind of OJT was just not a good match for their area, their philosophy, and what they wanted to do. It was mutually agreed upon and they were expecting it. It was becoming a problem for the SVWIB as the grantee. The U.S. Department of Labor was looking at us as the grantee and it is our responsibility to manage who we contract with. They're clearly not performing and not getting results. It was an appropriate decision. We do anticipate \$300,000 in unexpended funds coming back to the grant.

The Western Virginia WIB is doing great. They're well ahead of their performance metrics.

Last piece is, last July, gave set of goals that I had for year. It is broken down by new contract placements, business placement by size, total companies served, and average contract wage. In the first column, you'll see what I had set for the goal. The second column is where we were as

of March. We are above average in contract placements. We have served 43 companies to date and averaged \$5,300 per OJT contract. The last column has projected the year three goals.

Opens for questions. Jim Schaeffer asks, looking at retained 2 quarters for training, is there any reason we can't structure report more than 2 quarters after training? Alex answers, yes, we are required to report three quarters for federal reporting system. In our performance metrics, we only have to track two quarters. But for the board report, we certainly can.

### **Grant Updates:**

Sharon Johnson states we received an additional \$130,000 grant from the state for dislocated workers on the job training. Debby Hopkins will be leading this initiative working very closely with Brett, Vanessa, and Sheri on identifying individuals that would be eligible. It's OJT but for a different population. It can be entry level jobs which the Valley OJT initiative cannot serve. It can be in any industry and occupation, where Valley OJT can only be manufacturing or healthcare.

We reported previously on the Ready to Work Partnership grant solicitation. That's a new grant from the Department of Labor. We have decided not to pursue that funding. That is H1B Visa funding. The Valley OJT is also H1B Visa funding. We have received 7.5 million over the years from the Department of Labor. Through various research reports, they've realized they've awarded a lot of funds to rural areas that don't have many H1B Visas. They have awarded very few metropolitan areas that do have high H1B Visa employees. We believe they are looking now to align the H1B Visas and the awards to the areas that do have high numbers of H1B Visas in metropolitan areas.

There is another proposal that is very large through a Trade Act Grant. Community colleges are eligible to apply for that. We want to work with our community colleges. If it makes sense to do a regional proposal, we'll do that. The state is doing a proposal through NOVA. WIB's are required partners so we're available to work and support on those applications.

The workforce innovation solicitation was announced last night and that is due on June the 18th. We would like to apply for that. It's going to be highly competitive. They can award six to ten applications throughout the nation. It is for eligible applicants on local WIB's and state WIB's.

Open to questions. None.

## **COMMITTEE REPORTS**

### **Financial Reports:**

Paul McFarland makes this report. Turns everyone to page 18 in the board materials. The upper left hand side of the page is a recap of expenditures and budgets. The WIA Contract for expenditures for adult, dislocated, and youth are low for the period.

The upper right hand of the sheet has the balance sheet and revenue/expenditure year to date

reports, which shows a snapshot of the financial records.

The bottom half of the page shows the internal operating budget showing expenditures against the budget. All of these percentages are in the acceptable range.

Turning to page 19, this exhibits the funding sources for which the board receives funds and the uses of those funds. We've just received the new funding amount. It has \$97,000 more than the current years' allocations.

Opens to questions. John Downey asks if \$95,000 more coming from the state and is that subject to the state approving a budget. Sharon states there are also staff questions regarding what happens if there is not a state approved budget and how that will impact the drawdown of funds to the SVWIB. At this point there is no process or guidance from the state regarding the budget situation.

## **OTHER BUSINESS**

### **Election of Officers:**

Sharon states we did lose one individual from Executive Committee and have one nomination/volunteer; John Downey. Jeff Stapel states that, otherwise, the Executive Committee is as stands. Jeff asks if there are any other nominations for the Executive Committee vacancy. There are none.

**Don Mutersbaugh makes motion to close nominations. Jeanian seconds it.**

**Vote on executive committee and officers as put forth (all at one time) and passes unanimously. Current executive committee stands and welcomes John Downey aboard.**

## **PUBLIC INPUT**

None

**Meeting adjourned at 10:51 a.m.**

## Operations Report: Transition Update

Both Transition and Full Program Year Contract signed by June 30, 2014 to allow allocation of funds.

- 1) Valley Workforce Office Locations set-(See Contact List) emphasis on consistency and serving entire workforce area
  - All Phone Numbers ported over
  - SVWIB signed all space leases
  - All Valley Workforce WIA staff will have valley workforce emails
  - Winchester offices remained at the same location, Staunton offices moved to a larger suite in the same complex, and Harrisonburg offices moved to the SVWIB office space at 160 North Mason Street.
  - Office location leased at LFCC for two full time case managers, and planning for space renovation is underway at DSLCC for the Rockbridge office to provide full array of program services and case management to rural areas.
  - One-Stop began operation at 160 North Mason Street in Harrisonburg on July 1, 2014. Certification process for the One-Stop has begun, and Elizabeth will report on that next. Partners currently (or within the next month) offering services at this location include WIA Adult and Youth programs, Telamon, SCSEP, Department for Aging and Rehabilitative Services, BRCC Career Coaches, and Adult Education.
- 2) New office space secured for SVWIB staff, with space available no later than Jan 1, 2015 at Ice House in Harrisonburg. This location provides a partner rich environment for the WIB. Once the WIB staff moves, the One-Stop will use the entire space at 160 North Mason Street for the Valley Workforce One-Stop Center. The North Mason Street location provides an ideal location for a One-Stop, with resources close by: Blue Ridge Community College located in the same building; Social Services located on the opposite side of the parking lot; and HRHA, Social Security, Probation and Parole, Lucy Simms Continuing Education Center, and Free Medical Clinic a few blocks away.
- 3) Inventory completed at all offices and turned over to Goodwill by June 15, 2014. At this time, only a few items had to be purchased, mostly as replacements for worn office chairs.
- 4) File Transfer
  - Began in May with all files requiring no follow-up to be delivered to the SVWIB office by 5/30/14. These files were transitioned to storage.
  - All files dated to be destroyed at the end of Program Year 13 were removed from storage and shredded.
  - All active files were delivered to SVWIB office as scheduled on June 18 through 20, 2014
  - Goodwill performed a 100% review of files
  - Total files Transferred: See Exhibit 1
  - Files Found Not Eligible: 3 currently identified, evaluation ongoing
- 5) Staffing and Training
  - Goodwill followed staffing and training schedule given in proposal: See Exhibit 2

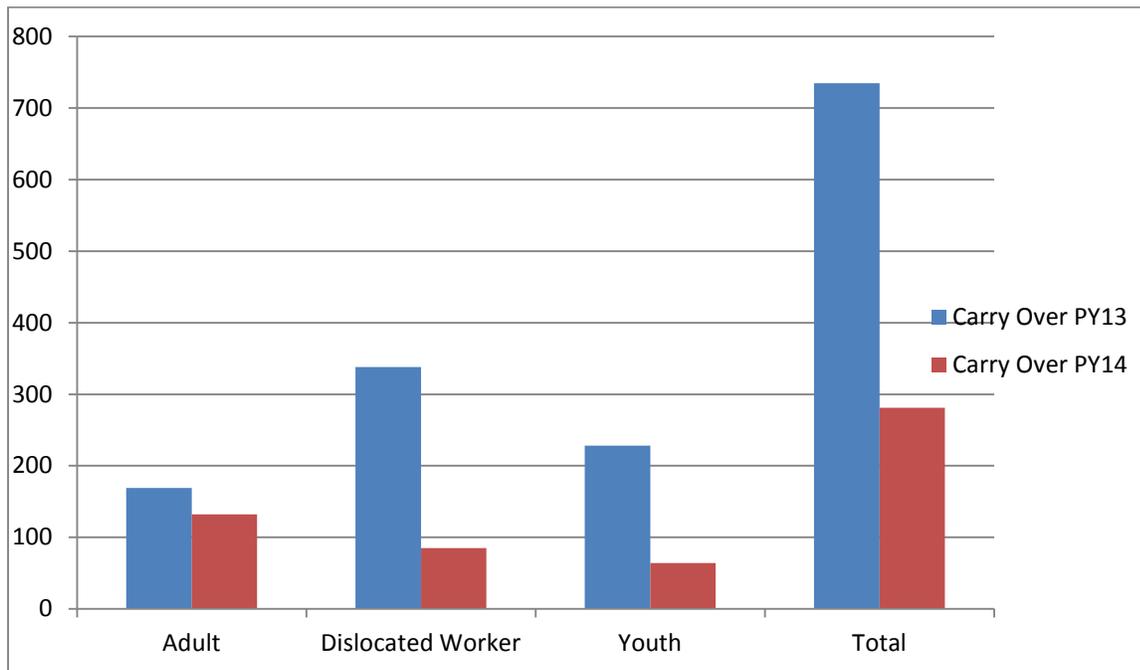
- One-Stop Operator hired to manage all Valley Workforce Centers
- Staffing provides full time offices and case management in Page and Rockbridge.
- Combination of administrative and case management FTE's in larger offices offer better one-on-one case management services for participants
- WIB provided training components to cover SVWIB policies and procedures

6) Challenges

- Requests for work experiences, supportive services, and OJT reimbursements and documentation that were not paid for the final weeks of contract with ResCare
- Inventory and moving challenges including changed passwords on computers, unusable office space where furniture and computers moved out of program areas and piled in corners of the office, file boxes dropped on the sidewalk to WIB staff and left.
- File clean up to request documents needed to insure eligibility of participants

Exhibit 1:

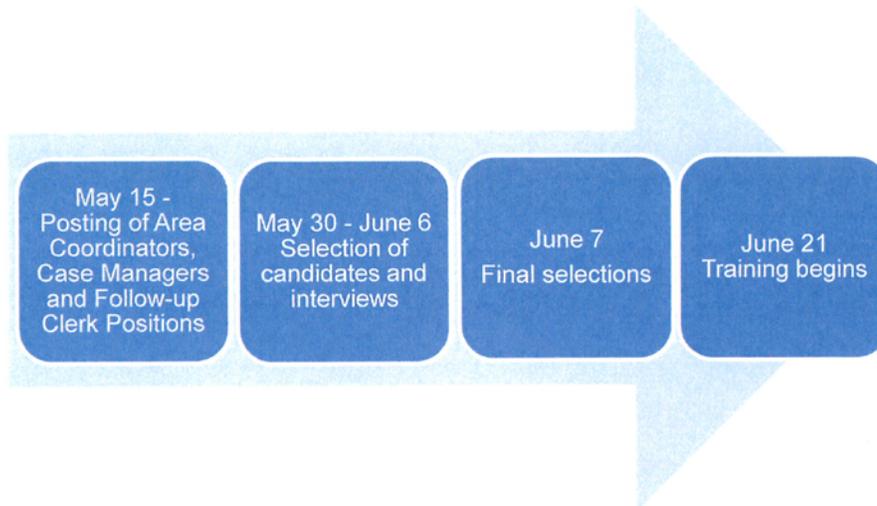
	Carry Over PY13	Carry Over PY14
Adult	169	132
Dislocated Worker	338	85
Youth	228	64
Total	735	281



Differences in number of files turned over: documents in files turned over by ResCare indicate that the difference is a result of one the following: participants were reached but had no interest in continuing with the program, contact was attempted with participants but not made, or no attempt was made to contact participants.

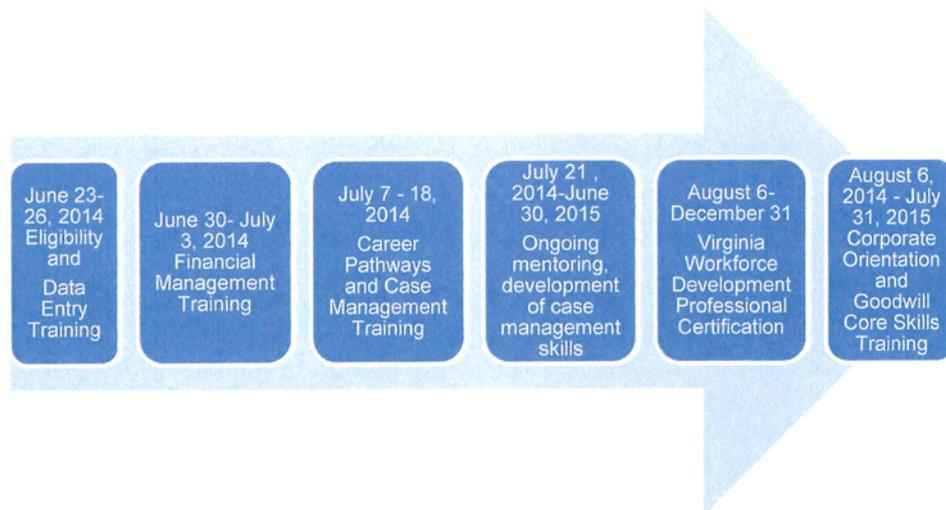
## Exhibit 2: Hiring and Training Timelines from Goodwill Proposal

### **Hiring Timeline**



### **Training Timeline**

Training will not impede the enrollment process or service for existing participants.



**CONTACT LIST FOR VALLEY WORKFORCE CENTERS**

	All VALLEY WORKFORCE LOCATIONS	Elizabeth Bouldin-Clopton	Workforce Center Manager	ebouldin-clopton@valleyworkforce.com
<b>Harrisonburg</b>	160 N. Mason Street	Phone 540-433-4864	Fax	
	Valley Workforce	Lawrence O'Keeffe	Admin	lokeeffe@valleyworkforce.com
	Valley Workforce	Sarah Blanks	Youth	sblanks@valleyworkforce.com
	Valley Workforce	Lorie Dunn	Adult/DLW	ldunn@valleyworkforce.com
540-705-4440	Telamon	Ana Nethken	Workforce Development Specialist	
	Senior Community Service Employment	Goodwill		
<b>Staunton</b>	1600 N. Coalter St, Suite 14	Phone 540-887-9895	Fax 540-887-9897	
	Valley Workforce	Tammy Spence	Admin	tspence@valleyworkforce.com
	Valley Workforce	Allison Scott	Adult/DLW	ascott@valleyworkforce.com
	Valley Workforce	Danielle Evans	Youth	devans@valleyworkforce.com
	Valley Workforce	Melanie Blosser		mblosser@valleyworkforce.com
	Goodwill	Courtney Phillips	Tonya's Admin	
	Goodwill	Tonya Brackman	Goodwill	tbrackman@goodwillvalleys.com
	Goodwill	Clay Stein	Goodwill	cstein@goodwillvalleys.com
<b>Winchester</b>	411 N. Cameron St, Suite 202	Phone 540-545-4146	Fax 540-667-2403	
	Valley Workforce	Teri Bartnicki	Admin	tbartnicki@valleyworkforce.com
	Valley Workforce	Cherie Smith	Adult/DLW	csmith@valleyworkforce.com
	Valley Workforce	Megan Lank	Youth	mlank@valleyworkforce.com
	Valley Workforce	Anna Teter	Coordinator (Supervisor)	ateter@valleyworkforce.com
<b>Luray</b>	LFCC Page Campus, 334 N. Hawksbill St.	Phone 540-416-0327		
	Valley Workforce	Virginia Judd (Jenny)	Youth	vjudd@valleyworkforce.com
	Valley Workforce	Kathy Chrisman	Adult	kchrisman@valleyworkforce.com
<b>Buena Vista</b>	DSLCC, 35 Vista Link Drive, Buena Vista	Phone 540-416-0328		
	Valley Workforce	Nessa O'Hare	Youth	nohare@valleyworkforce.com
	Valley Workforce	Shasta Robertson	Adult/DLW	srobertson@valleyworkforce.com

Valley Workforce Center - Harrisonburg  
Operational Plan PY 2014-2015

1. Apply for and receive one-stop certification			
Goal	Target Date	Responsibility	Status
Complete on-site evaluation of benchmarking tools	12/31/14	Center Manager/ Management Team	
Submit Benchmarking Tool and request for certification	06/30/14	Center Manager/ WIB Staff/Management Team	Complete
Prepare notebooks with appropriate documentation for on-site review	03/30/15	Center Manager/ WIB Staff/Management Team	
Identify service gaps and develop quality improvement plan based on final certification report	06/30/15	Center Manager/ Management Team	
Facilitate and participate in on-site review	TBD	Center Manager/ WIB Staff/Management Team	
Prepare a comprehensive certification process report, including recommendations for subsequent certifications.	06/30/15	Center Manager/ Management Team	

2. Improve delivery of services to job seekers.			
Goal	Target Date	Responsibility	Status
Hold weekly center orientation for new visitors to the Center, increasing frequency if needed	08/01/14	Center Manager	
Implement the Common Screening Tool and train staff in usage	08/01/14	Center Manager	
Using customer service satisfaction surveys, evaluate customer-identified programmatic additions and changes.	Quarterly, beginning 10/15/14	Center Manager	

Work with one-stop partners to conduct classes, workshops and seminars in topics relevant to job seekers	08/01/14	Management Team/Center Manager	
Recruit and train volunteers to provide computer tutoring to improve digital literacy for job seekers.	08/31/14	Center Manager	

3. Ensure effective Center operations.			
Goal	Target Date	Responsibility	Status
Conduct crisis management/crisis intervention training for all staff	02/28/15	Center Manager/Program Managers	
Facilitate frontline staff certification as workforce development professionals	06/30/15	Supervisors/Center Manager	
Create center operations manual	06/30/15	Center Manager/Management Team	
Develop dashboard, narrative and program year report format to convey critical information to stakeholders	08/01/14	Center Manager	

4. Improve delivery of services to employers.			
Goal	Target Date	Responsibility	Status
Hold at least 15 on-site hiring events	06/30/15	Business Services Team	
Develop and facilitate the Business Services Team	10/31/14	Business Services Team/Center Manager	
Facilitate staff training on the single point of contact process for working with employers	10/31/14	Business Services Team/Center Manager	

5. Improve Community presence and awareness			
Goal	Target Date	Responsibility	Status

Develop Valley Workforce Center services and providers information PowerPoint	08/30/14	Center Manager	
Develop and conduct meetings of the Workforce Interagency Partnership, including internal and external community partners	10/31/14	Center Manager	
Present Center PowerPoint to 10 or more community partners and organizations	06/30/15	Center Manager	

## One-Stop Certification Action Plan

Benchmark	Item	Action
1.30	ADA Plan	A new ADA compliance report will be completed after the WIB relocates. Ben Blumenthal from DARS will complete the new ADA compliance review.
1.90	Partnership/List of barriers	Management team and interagency partnership meetings will begin before the end of August.
2.35	Customer service	A new customer satisfaction survey has been implemented. The Common Screening Tool will be implemented shortly to provide for uniform data collection from customers. The customer satisfaction survey has been translated into Spanish. New literature racks have been placed, and we are collecting partner program information. A monthly calendar/schedule of events and services will be implemented by 8/1/14.
2.36	Customer service	The workforce center will be organized by function by 1/31/15. Nametags and office signs will reflect an integrated workforce center.
2.39	ADA Plan	A new ADA compliance report will be completed after the WIB relocates. Ben Blumenthal from DARS will complete the new ADA compliance review.
3.43	Consolidated functionality	A new PowerPoint is being developed that describes each agency's function. A new customer flow chart has been implemented and is part of the new MOU. Orientation for Center services will be conducted weekly. WIA orientation is the second and fourth Tuesdays every month.
3.48	Accessibility/community population	The orientation PowerPoint, customer satisfaction survey and other center materials will be available in Spanish. We have contacted the refugee resettlement program and will be working with them to provide materials in other languages. A new customer flow chart has been implemented, and is a part of the partner MOU.
3.56	Single point of contact	The single point of contact approach to business services is facilitated through economic development.
4.60	Cross training/information tools	Training for all staff will include: customer service, crisis management, disability awareness and cultural competency. All front line staff are working toward becoming certified workforce development professionals.
4.61	Staff training	All staff will be trained in customer flow, making effective referrals and information about partner programs.
4.62	Functional supervision/functional service structure	Staff will identify as workforce employees, not by agency. Services will be located by function, rather than agency. Re-organization of the center's space will occur when the WIB relocates. New MOUs are out for signature.

4.64	Regular staff meetings	All center staff will attend staff meetings on the 1st and 3rd Fridays of the month, and will include updates from each agency and staff member.
4.65	Staff members/ outside partnership	The workforce interagency partnership meetings will be attended by staff members. Internal and external partner program information will be conveyed to all staff members.
4.66	Combination of services	The common screening tool allows for more effective referrals to partner agencies and partner programs. Participant files will demonstrate co-enrollment and braided funding streams.
5.68	Unified marketing plan	Partner offices and areas will be marked by function rather than agency. Common bulletin boards will display internal and external partner program information. The new WIB logos will be used for name tags, business cards, etc.
5.69	External signage	A new sign will be installed that identifies the center as the Valley Workforce Center. It will be of sufficient size and visibility to make the center easily identifiable.
5.70	Marketing plans	New logos, an updated web site and publicly distributed calendars of events and services will be available to assist in marketing services to employers and job seekers.
6.78	Technical assistance	Meeting minutes will address systemic weaknesses, and a collaborative approach will assist in developing a common capacity building strategy.
6.79	Performance measures	The customer satisfaction survey responses will be evaluated, and programmatic changes will reflect the integration of all program performance measures.
6.81	Attainment of measures	Programmatic performance measures data will be shared with all staff at scheduled staff meetings.
6.83	Employee satisfaction	An employee satisfaction survey will be conducted and the results will be shared with stakeholders and partner management.
6.85	Coordinated staff appraisals	Staff appraisals will be timely, integrated with program partners and shared goals.
6.88	Quality improvement	The results of the customer satisfaction survey will be used to alter, adjust, continue or add programming, classes and workshops, as well as customer service practice and staff training.



**Shenandoah Valley Workforce Investment Board**  
**STAFF**  
**DECISION BRIEF**

July 17, 2014

**Date:** July 17, 2014

**Reference:** Once it has been determined that a WIA client is in need of training in order to secure full-time employment and has the ability to successfully participate and complete training and work in the occupation for which he or she is seeking training, the one-stop center case manager may provide the client with a list of Workforce Investment Board-approved “Eligible Training Providers”. Training vendors wishing to be certified as Eligible Training Providers may submit an application to the Board. Applications are examined for completeness and accuracy by Board staff and acted upon at the next regularly-scheduled Board meeting. Eligible Training Providers are subject to annual recertification by the Board.

**Purpose:** The staff has received requests for re-certification as certified training provider for consideration. The requests are from American National University, The Haines Agency, LLC, Virginia Manufacturers Association, Warren Memorial Hospital, Waynesboro Area Learning Tree, and Winchester Medical Center.

**Background:** Twenty Training Providers are currently in “active” status.

**Issues:** There are no issues with currently approved trainers. Details are present at today’s meeting and available for any WIB member’s perusal (see Ms. Schoenthaler).

Staff would like to note that a request was received for application by Heavenly Hands Hair Salon. This applicant was previously certified as a Training provider, but did not submit required re-certification forms last year. The applicant has sent in application to apply for certification as Eligible Training Providers. The packet received was missing several required documents so the applicant was contacted and Staff is currently waiting for missing documentation.

**Status:** SVWIB Staff has reviewed the training provider packets received and all required documentation has been received. The Board may now consider the application for Provider of Training Services for training referrals under the Workforce Investment Act.

**Action Suggested:** A motion for the Board to approve or not approve the re-certification requests for Providers of Training Services for training referrals under the Workforce Investment Act (WIA) for American National University, The Haines Agency, LLC, Virginia Manufacturers Association, Warren Memorial Hospital, Waynesboro Area Learning Tree, and Winchester Medical Center. and adding them to the Approved WIA Certified Training Providers list for Area IV.

**Effective Date:** July 17, 2014



**Approved WIA Certified Training Providers List for Area IV**

Blue Ridge Community College, Weyers Cave, VA

Eastern Mennonite University

Harken-Reidar, Inc.

James Madison University Outreach & Engagement

Lord Fairfax Community College

Mary Baldwin College

Massanutten Technical Center

National College

Page County Technical Center

Rappahannock Regional Criminal Justice Academy

Road Pro Commercial Truck Training, Inc.

Shenandoah Valley School of Therapeutic Massage

The Haines Agency, LLC/ Haines Security Institute, LLC

TriMech Solutions

Valley Vo-Tech, Fishersville

Virginia Manufacturers Association

Warren Memorial Hospital

Waynesboro Area Learning Tree (WALT)

Winchester Medical Center

Woodrow Wilson Rehabilitation Center



# Board Report: July 2014

**Total Valley OJT Contracts: 327 vs 310 Goal**

## SVWIB Valley OJT Contract Statistics

### Program Outcomes

OJT Contracts: 267  
 Completed OJTs: 183  
 Retained 1 Quarter: 154  
 Retained 2 Quarters: 100

### Wage Reimbursement

OJT Paid to Employers \$1,303,885  
 OJT Obligated: \$ 368,913

### Contracts by Employer Size

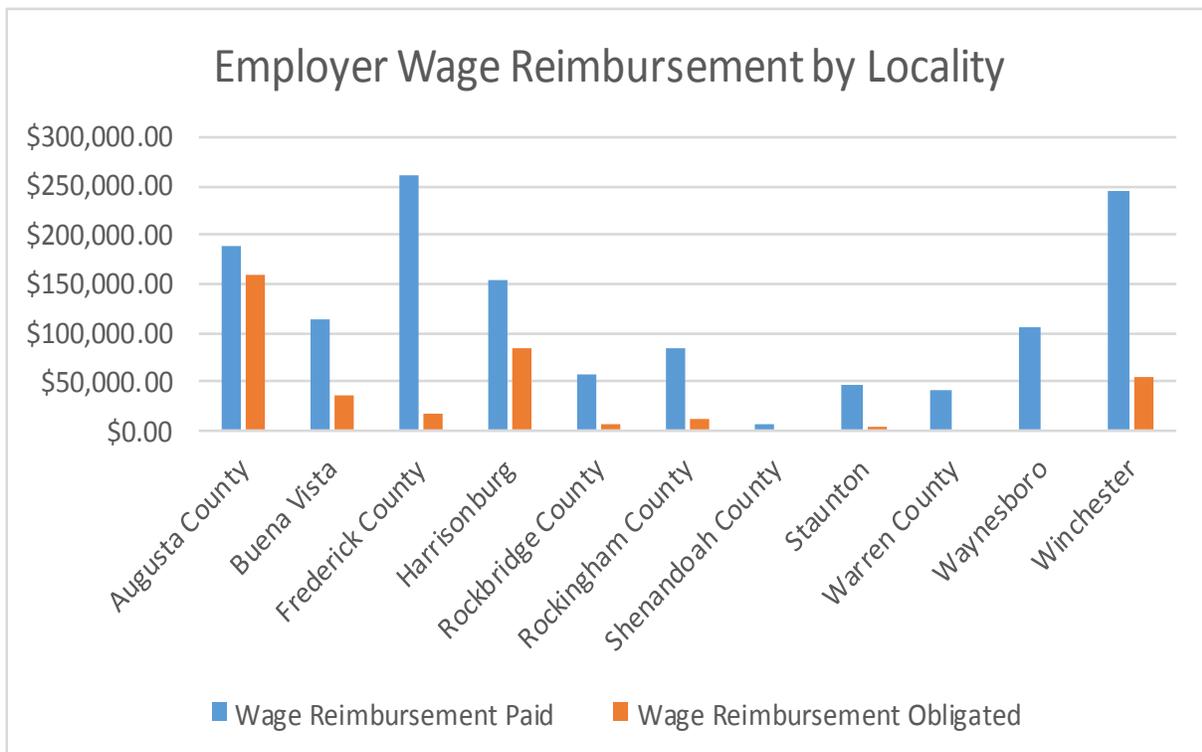
<50 Employees: 56  
 51-249 Employees: 107  
 250+ Employees: 104

### Healthcare Industry

Contracts Placed: 37  
 Average Wage: \$14.17

### Manufacturing Industry

Contracts Placed: 230  
 Average Wage: \$14.16



## Sharon Johnson

---

**From:** Kim McKay <klm9y@virginia.edu>  
**Sent:** Thursday, July 10, 2014 6:03 PM  
**To:** Sharon Johnson  
**Subject:** Assessing Regional Demand-Focused Workforce Solutions Model

Sharon:

Thank you for submitting information on the Shenandoah Valley Energy Partnership. We wanted to let you know that our review team decided to highlight the high-level of collaboration and coordination exhibited in the partnership as a best practice on our Workforce System Report Card.

You can read the write up and how it informs our ongoing work with the Virginia Board of Workforce Development to develop an approach to capture regions that are collaborating to address workforce needs in key occupations, here: <http://vaperforms.virginia.gov/PriorityAssessment/Workforce/demand-FocusedSolutions.php>.

Thank you again for you contribution to our efforts!

Sincerely,

Kim

Kim McKay  
Research and Policy Analyst  
Council on Virginia's Future  
1001 E. Broad St., Suite 430  
Richmond, VA 23219  
[klm9y@virginia.edu](mailto:klm9y@virginia.edu)  
(804) 371-2346

[back to Workforce System Report Card](#)

## Demand-Focused Workforce Solutions

*Virginia's approach to regional, industry-focused workforce development has largely been ad hoc, with little formal tracking to document partnerships designed to align workforce supply with demand. Our latest addition to the Workforce System Report Card is aimed at getting a better handle on just what regions are (or are not) doing in terms of tailoring their workforce solutions to area job needs.*

To help address this challenge, the Council on Virginia's Future will work over the next year with the Virginia Board of Workforce Development's Performance and Accountability Committee to establish a methodology for regions to use in creating industry-sector approaches to workforce development. A new report card indicator -- Demand-Focused Workforce Solutions -- will then capture regional progress in developing sustainable, collaborative approaches to workforce development for in-demand occupations in a key industry sector.

Stage	Proposed Stages of Regional Business-Driven Workforce Solutions Definition
Pre: Minimal	<ul style="list-style-type: none"> <li>There is minimal effort in the region to develop a partnership with the business community to close workforce skill gaps for a key industry sector.</li> </ul>
Stage 1: Convening	<ul style="list-style-type: none"> <li>A workforce intermediary (an organization with a deep understanding of employer and workforce issues within a particular industry) takes the first step in engaging a stakeholder group around workforce issues for a key regional industry. Stakeholders should include economic developers, business leaders, educators, and workforce trainers.</li> </ul>
Stage 2: Understanding	<ul style="list-style-type: none"> <li>The regional consortium or partnership conducts a gap analysis of timely and accurate labor market information and other data to identify occupations with the greatest demand. Additionally, the regional consortium or partnership engages the business community and education and training providers to identify the gaps between available training and employer identified competencies.</li> </ul>
Stage 3: Planning	<ul style="list-style-type: none"> <li>The regional consortium or partnership develops an approach to address gaps by identifying the strategies, including the partners and funding resources, needed to create new or revise existing programs and curricula.</li> <li>The resulting plan has a clear, business-driven vision. Each partner identifies how they can collaboratively contribute to the overall achievement of the vision.</li> </ul>
Stage 4: Implementing	<ul style="list-style-type: none"> <li>The regional consortium or partnership works together to implement the approach to address employer demand by redesigning curricula, aligning programs, and redirecting resources.</li> </ul>
Stage 5: Ongoing	<ul style="list-style-type: none"> <li>The regional consortium or partnership continues to meet with representatives of the business community, to revise demand assessments periodically; to adjust strategies based on performance outcomes; and to collaboratively contribute resources to the work of the partnership.</li> <li>Based on lessons learned from the initial industry sector partnership approach, the region has initiated a similar approach for another industry sector, creating a systemic change in the region's approach to workforce.</li> </ul>

NOTE: These stages as described are meant to be illustrative, not prescriptive. It is also expected that they will be refined and updated further.

### Background

As a first step to developing this new method of assessment, the Council on Virginia's Future -- in partnership with the Governor's Office and the Virginia Board of Workforce Development -- asked regions to submit information on their efforts to close workforce skill gaps for occupations within a key industry sector.

A small work team identified six key elements for regional, demand-focused approaches to workforce development:

- Identifying workforce skill gaps
- Business engagement in the development of programs, courses, and curricula
- Tangible outcomes for the business community
- Serving a broad population of learners with coordinated education and training opportunities across providers
- Marketing and outreach
- Sustainability and collaborative funding

Members from the Virginia Board of Workforce Development and several state agencies then reviewed the submissions from each region to test the validity of the above elements for future work.

## Regional Examples and Best Practices

The examples below showcase some of the practices used by our regions and help identify the variety of ways their work can illustrate each stage.

### Greater Peninsula Healthcare Workforce Partnerships

The Greater Peninsula Healthcare Workforce Partnership and the Hampton Roads Healthcare Workforce Partnership have identified gaps for entry-level allied health careers in the Peninsula region and higher-skilled health careers throughout the entire Hampton Roads region. These two consortiums include healthcare employers, postsecondary education institutions, and economic and workforce development partners such as the Peninsula Council for Workforce Development and Opportunity Inc. The region's approach to identifying workforce skill gaps for key occupations combines an assessment of labor market trends with direct employer surveys on their projected growth and current and future workforce needs. Finally, the approach aligns identified needs against training capacity in the region for key occupations.

*This skills gap assessment aligns with the current definition of **Stage 2: Understanding**.*

### Shenandoah Valley Energy Partnership

The Shenandoah Valley Energy Partnership -- a consortium of business, workforce, and education partners -- coordinated training and education opportunities across one industry association, three technical education centers, three community colleges, and one university. The partnership has also awarded grants to high schools and technical education centers in an effort to connect young students to careers in advanced technology and manufacturing.

*Strategic plans with this level of coordination across the entire enterprise help identify a region that is in the **Planning** stage: **Stage 3**.*

### Southeast Maritime and Transportation Center (Tidewater Community College)

The Southeast Maritime and Transportation Center at Tidewater Community College provides a number of marketing and outreach materials for career and training programs in maritime and transportation-related occupations. Most notably, they have published career pathways; an information sheet highlighting the pay scale for maritime and transportation jobs with related education/experience; student testimonials; and a maritime and transportation careers information packet with data on salaries, responsibilities, and skill needs.

*Among other items, marketing and outreach materials such as these are important to identifying a regional partnership that is in the **Implementing** phase: **Stage 4**.*

### NoVaHealthFORCE

Many of the regional workforce partnerships reviewed collected performance and outcome data for their programs, although NoVaHealthFORCE's outcome data was particularly strong. Thanks to investments from the General Assembly and the area's private sector to expand training capacity for nursing in the region, Northern Virginia has seen a 33 percent increase in nursing student admissions and a 57 percent increase in the number of nursing graduates since 2006. About 80 percent of nursing graduates remain in the region after graduation. A founding business leader of NoVaHealthFORCE stated, "The partnership has stabilized, increased, and provided a steady supply of well-trained nurses and educators for the entire healthcare industry in Northern Virginia."

*Strong outcome evidence, coupled with performance-based decision-making, are key factors in the ongoing, sustainable partnerships found at **Stage 5**.*

## Next Steps

Based on insights gained from our initial request for information, staff from the Council on Virginia's Future and other partners will work with the Virginia Board of Workforce Development to create a standardized approach to allow regions to demonstrate their efforts for each phase. Much of the work over the next year will focus on:

- ▣ refining the definitions of each stage
- ▣ developing the characteristics of each stage
- ▣ creating a method to assess regional work in each stage

At the beginning of 2015, the Virginia Board of Workforce Development will implement this model as a new way to assess regional progress in developing a systemic approach for closing identified skill gaps within a key industry.

Page last modified July 10, 2014

Council on Virginia's Future, © CoV 2014

[Contact Us](#) | [Web Policy](#) | [Link to Us](#)

WAI compliant