



*Building partnerships to create workforce opportunities that cultivate business,
grow jobs, develop people, and build community.*

Board of Directors and Elected Officials Consortium Meeting
Thursday, May 16, 2024, 10:00 a.m. – 12:00 p.m.
Harrisonburg City Hall, Council Chambers, 409 South Main Street, Harrisonburg, VA

- Call to Order (10:00 – 10:10)** Randy Doyle
Sharon Johnson
- Roll Call (Board and Consortium)
 - Quorum Status (Board and Consortium)
 - New Board Member Introduction
 - Guest Introductions
 - Chair Opening Remarks Randy Doyle
- Consent Agenda (10:10 – 10:20)** Randy Doyle
- Board Minutes February 15, 2024 (**Board Vote**)
 - Consortium Minutes (**Consortium Vote**)
 - One Stop Operator Report
 - Business Services Report
 - Performance Metrics Report
- WIOA Operational Business (10:20 – 10:45)** Randy Doyle
Sharon Johnson
- Decision Brief: Eligible Training Provider (**Board Vote**)
 - Decision Brief: Conflict of Interest Policy (**Board Vote**)
 - Adult & Dislocated Worker Program Waiver (**Board and Consortium Vote**)
 - Finance Committee Update Committee Chair
 - Decision Brief: Transfer of Funds from Dislocated Worker to Adult (**Board Vote**)
 - Decision Brief: Signatory Approvals (**Board Vote**)
 - Workforce Center Update Tristan Walters
- Board Business (10:45 – 10:55)**
- Executive Committee Nominations (**Board Vote**) Randy Doyle
- Regional Workforce & Economic Development Discussion (10:55 – 11:55)** Randy Doyle
- Economic Development Update Jay Langston
 - Work of the Board to Address Regional Workforce Needs Randy Doyle
 - Network2Work Update Tristan Walters
 - GO Virginia Region 8 Talent Pathways Initiative (TPI) Sharon Johnson
 - Apprenticeship Building America Grant Proposal
- Other Business and Public Input (11:55 – 12:00)** Randy Doyle
Sharon Johnson
- Virginia Board for Workforce Development in Harrisonburg
- Adjournment (12:00)** Randy Doyle

***Next Meeting: SVWDB Board of Directors and Elected Officials Consortium
Thursday, August 15, 2024, 10:00 a.m. – 12:00 p.m., Harrisonburg City Hall, Room 11***

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 or Consortium during the Public Input period.
- 2) Individuals should stand when recognized by the Chairman of the Board or Consortium; speak their name, organization (if applicable) and input topic.
- 3) Individuals should direct input to the Chairman of the Board or Consortium.
- 4) Individuals are limited to no more than three (3) 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 or Consortium's discretion, the number of speakers may be limited in order to make effective use of Board or Consortium member's time and to allow an opportunity for input on multiple topics to be heard by the Board or Consortium.
- 7) All citizens are strongly encouraged to put their comments in writing to the Board or Consortium prior to the meeting for inclusion in the meeting materials. Such written comments should be submitted to the SVWDB office the Monday prior to the Board or Consortium meeting.

Virginia Career Works – Shenandoah Valley Region is an Equal Opportunity/Program
Auxiliary aids and services are available upon request to individuals with disabilities

TDD: VA Relay Center: 711 or 800.828.1120

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This workforce product was created using 100% of federal U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award made to Page County on behalf of the Shenandoah Valley Workforce Development Area by the pass-through entity, the Virginia Community College System.



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**Board of Directors and Chief Elected Officials Consortium
Meeting Minutes**

Thursday, February 15, 2024, 10:00 a.m. – 12:00 p.m.

Harrisonburg City Hall, Room 11, 409 South Main Street, Harrisonburg, VA

Welcome and Call to Order: Chair Randy Doyle welcomed members and called the meeting to order at 10:00AM. There was a quorum of the Board, but not a quorum of the Consortium. The meeting opened with staff and board members welcoming the new Chair, Randy Doyle, and thanking the previous Chair, Jeff Stapel, for his more than 20 years of service.

Staff Present: Sharon Johnson, Tristan Walters, Tara Bishop, Paula Woods, Shauna Cox, Monica Long, Kaystyle Madden

Consent Agenda: Randy presented the Consent Agenda to the Board and opened the floor for discussion.

Documents in the consent agenda included:

- Board Retreat Minutes November 16, 2023
- Decision Brief: Tax Return (Form 990)
- Decision Brief: Eligible Training Provider
- Decision Brief: Virtual Meeting Policy
- One Stop Operator Report
- Business Services Report

There was no additional discussion regarding the consent agenda topics. Jeff Stapel provided the motion to accept the agenda as presented and Mike Crider provided the second. It passed unanimously with no further discussion.

Regional Economics Business Perspective: Sharon Johnson provided some background information on the hiring and layoff trends the region has been experiencing both pre and post pandemic, and shared some of the strategies the workforce system and her peer directors are using to respond to their perception of the current state of the workforce system. She then opened it up to discussion amongst Board members to share what they are experiencing and how the SVWDB can better serve the region. Board members shared varying information on what they are seeing, ranging from no lay offs to additional companies planning to come into the region. The discussion ended on the need for more data reflecting local regions, and that members would like that information reported on a regular basis, either through meetings or emails. Sharon Johnson will continue to research funding options for databases as well as the best platforms to provide the requested information.

Network2Work: Tristan Walters provided an update on the current enrollment standing of Network2Work as well as upcoming expanded support initiatives. Shauna Cox, Job Seeker Coach, shared her experience working with N2W Job Seekers and answered questions from Board members. N2W in the Valley is working on a childcare pathway to increase licensed, in home childcare providers in the region. This will be a pathway through local Department of Social Services (DSS) partners and we will hopefully be partnering with Blue Ridge Community College as well as they receive more information around grand funding for childcare provider education. Another initiative that N2W in the Valley would like to offer is a vehicle loaner fleet for the region. This initiative is integral in Charlottesville area and has been in operation for several years. The idea was presented to the Board and the

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overall consensus was although there is interest, there are still a lot of questions and it will be discussed further after more research is conducted.

Learn & Earn Initiatives: Tristan Walters presented the current Earn & Learn initiatives being offered through Title I and the Apprenticeship Building America (ABA) grant. Weld2Work is a program offered in the southern part of the service region in partnership with Byers Technical Institute and Byers Inc. Participants graduate with several certifications related to Welding as well as participate in a paid Work Experience gaining on the job experience for their resume. This same model is in the works with the Plumbing Program at Laurel Ridge Community College and students will be connected with employers who offer a Registered Apprenticeship in order to continue their training.

Valley Internship Experience Workgroup (VIEW)

Mary Sullivan presented information about the Valley Internship Experience Workgroup initiative and shared next steps and details for how employers can take advantage of the program. VIEW is the Shenandoah Valley initiative, which is part of the Virginia Talent + Opportunity Partnership (VTOP).

Adjournment: The meeting was adjourned at 12:00PM and there was no request for public input.

Respectfully submitted,
Tristan Walters

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ONE STOP SYSTEM OPERATOR (OSSO) REPORT To the Shenandoah Valley Workforce Development Board January Through April 2024

I. SYSTEM PROCESS IMPROVEMENTS

1. Customer Satisfaction Comment Card System

- The electric comment card system was launched in October 2022. The comment card was translated into Spanish in August 2023 so that customers have a choice when they first log in for the Spanish or English version.
- A summary of January 1, 2024 – March 31, 2024, satisfaction data is below.
- **Jobseeker Total Responses: 19**
 - Responses were from Harrisonburg (5), Fishersville (7), and Winchester (0). Some respondents identified the agency they came for: Virginia Employment Commission 6.
 - Most services reported receiving:
 - Assistance with Unemployment Insurance (UI) 9
 - Assistance with job search 9
 - Assistance with writing/building a resume 4
 - Assistance with Career Planning 4
 - Assistance to support training 3
 - All respondents agreed or strongly agreed that they were satisfied with their overall experience.
 - Internet search and word of mouth were most often cited in response to *'how did you find out about the site and the services?'*
 - Staff continue to be recognized for good customer service.
 - There were a few suggestions for improvement including adding to the *Fishersville website that appointments are required and suggest a larger choice at the job fairs. I figure it is difficult to get employers to show so I wouldn't know how to increase this.*
- **Employer Total Responses: 5**
 - 3 responded that they were large businesses and 2 responded that they were small businesses.
 - 2 respondents reported finding the right candidates through applicant referrals and 2 responded that they did not.
 - All respondents either strongly agreed or agreed they were satisfied with their overall experience.

2. Common Referral Process

- Many of the partners use the Unite Us platform to send and receive referrals. Due to uncertainty about the state's online portal, a more formal process has not been developed.

3. Standardizing Data Collection.

A virtual service delivery tracker was launched in April 2023. Partners voluntarily enter their data electronically monthly. DARS does not identify virtual delivery as a separate process. They provide a separate report. The purpose is to collect data about services delivered to customers virtually as opposed to face to face. The Partnership believes that this, in combination with the foot traffic report, provides a better picture of our collective level of effort. Data for the 4-month period is attached.

II. OPERATIONS

1. Status of Centers

Fishersville: The center is open and provides services by appointment.

- **Harrisonburg:** The center has moved to a new location and the current center location is closed.
- **Winchester:** The center is open. A new manager for the Department of Workforce Development and Advancement (DWDA), also known as Virginia Works, which includes what was formally VEC, has been hired. Since coming on the manager has conducted outreach activities to make employers more aware of the center and the services available.
- The Center Management Teams (CMTs), made up of colocated partners, continue to meet monthly.
- Provided weekly support and problem-solving strategies to the Centers Manager.

3. Facilitating monthly meetings of the MOU Partners,

- The WDB strategic goals are reviewed at each partner meeting to ensure that the strategies being implemented support the goals.
- In recent months there have been reports of company layoffs. The partners are briefed at these meetings and discussions ensue with ideas for strategies.

4. Data Report

Summary: Foot Traffic

Center	Total Foot Traffic January – April	Total 1 st time Visitors January-April	Total Foot Traffic July-December	Total 1 st Time Visitor: July - December
Harrisonburg	1,637	589	2,030	1,150
Winchester	907	664	1,125	628
Fishersville ¹	390	222	0 ²	0

¹ Fishersville started the electronic sign in in January.

² Without the electronic sign in the manager reported 8 to 10 customers daily.

Summary: Virtual Services Delivered³

Organization	January through April 2024	Off Site Appointments	July through December 2023	Off Site Appointments
Adult Ed (Laurel Ridge) ⁴	505 (155 unduplicated)	2,517 (997 unduplicated)	516	8,560
Adult Ed (Region 6)	201 (90 unduplicated)	7,308 (1,851 unduplicated)	6,723	15,219
DBVI	288	99	628	195
DARS	Report is in a different format and in the complete data attachment			
WIOA (Y/A/DW)	206	157	231	119
VEC (Harrisonburg and Fishersville)	1,294	198	2,968	3
VEC (Winchester)	4,589	32	1,917	71
Telamon			70	

Full Data Reports with more specific information is attached.

³ This data is not complete for all partners as all partners either do not report or do not report every month. April has not yet been reported by some partners at the time of this report. The primary purpose of this data is to provide information on 'level of effort' rather than a count of the number of individuals seen, although some partners report both.

⁴ The Adult Education numbers for April are incomplete due to a new reporting system.



DATA REPORT JANUARY THROUGH APRIL 2024

DARS DATA

January

Harrisonburg DARS:

December Applications YTD: 47

January Applications YTD: 65 (increase of 18)

December Plans YTD: 39

January Plans YTD: 52 (increase of 13)

December Successful Closures YTD: 19

January Successful Closures YTD: 24 (increase of 5)

Fishersville DARS:

December Applications YTD: 76

January Applications YTD: 98 (increase of 22)

<https://mail.aol.com/>

1/3

DARS numbers for through the month of January

DARS numbers for through the month of January

December Plans YTD: 53

January Plans YTD: 70 (increase of 17)

December Successful Closures YTD: 15

January Successful Closures YTD: 15 (increase of 0)

Winchester DARS:

December Applications YTD: 52

January Applications YTD: 64 (increase of 12)

December Plans YTD: 41

January Plans YTD: 56 (increase of 12)

December Successful Closures YTD: 31

January Successful Closures YTD: 45 (increase of 14)

February

<p>Harrisonburg DARS: January Applications YTD: 65 February Applications YTD: 95 (increase of 30)</p> <p>January Plans YTD: 52 February Plans YTD: 76 (increase of 24)</p> <p>January Successful Closures YTD: 24 February Successful Closures YTD: 30 (Increase of 6)</p> <p>Fishersville DARS: January Applications YTD: 98 February Applications YTD: 126 (increase of 28)</p> <p>January Plans YTD: 70 February Plans YTD: 92 (increase of 22)</p> <p>January Successful Closures YTD: 15 February Successful Closures YTD: 22 (increase of 7)</p> <p>Winchester DARS: January Applications YTD: 64 February Applications YTD: 79 (increase of 15)</p> <p>January Plans YTD: 56 February Plans YTD: 71 (increase of 15)</p> <p>January Successful Closures YTD: 45 February Successful Closures YTD: 48 (increase of 3)</p>
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March

<p>Harrisonburg DARS: February Applications YTD: 95 March Applications YTD: 115 (increase of 20)</p> <p>February Plans YTD: 76 March Plans YTD: 94 (increase of 18)</p> <p>February Successful Closures YTD: 30 March Successful Closures YTD: 39 (Increase of 9)</p> <p>Fishersville DARS: February Applications YTD: 126 March Applications YTD: 149 (increase of 23)</p> <p>February Plans YTD: 92 March Plans YTD: 109 (increase of 17)</p> <p>February Successful Closures YTD: 22 March Successful Closures YTD: 28 (increase of 6)</p> <p>Winchester DARS: February Applications YTD: 79 March Applications YTD: 101 (increase of 22)</p> <p>February Plans YTD: 71 March Plans YTD: 81 (increase of 10)</p> <p>February Successful Closures YTD: 48 March Successful Closures YTD: 61 (increase of 13)</p>

April

<p>Harrisonburg DARS: March Applications YTD: 115 April Applications YTD: 139 (increase of 24)</p> <p>March Plans YTD: 94 April Plans YTD: 119 (increase of 25)</p> <p>March Successful Closures YTD: 39 April Successful Closures YTD: 49 (increase of 10)</p> <p>Fishersville DARS: March Applications YTD: 149 April Applications YTD: 169 (increase of 20)</p> <p>March Plans YTD: 109 April Plans YTD: 127 (increase of 18)</p> <p>March Successful Closures YTD: 28 April Successful Closures YTD: 32 (increase of 4)</p> <p>Winchester DARS: March Applications YTD: 101 April Applications YTD: 133 (increase of 32)</p> <p>March Plans YTD: 81 April Plans YTD: 101 (increase of 20)</p> <p>March Successful Closures YTD: 61 April Successful Closures YTD: 69 (increase of 8)</p>
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Foot Traffic January through April 2024

January

	A	B	C	D	E	F
1		Center Traffic January				
2		<i>Harrisonburg Center</i>				
3						
4			Total Traffic:	505		
5			Veterans:	28		
6		Customer for Unemployment Assistance/ID.ME:		353		
7		Career Exploration and Training:		16		
8		Customers Seeking GED, Tutoring or Citizenship Assistance:		42		
9		Job Search Customers:		93		
10		RESEA Customers:		1		
11		DARS Customers:		0		
12		No Answer:		0		
13		First Time Visitors:		226		
14		<i>Fishersville Center</i>				
15			Total Traffic:	0		
16			Veterans:	0		
17		Customer for Unemployment Assistance/ID.ME:		0		
18		Career Exploration and Training:		0		
19		Customers Seeking GED, Tutoring or Citizenship Assistance:		0		
20		Job Search Customers:		0		
21		RESEA Customers:		0		
22		DBVI Customers:		0		
23		Tax Related Services:		0		
24		First Time Visitors:		0		
25		<i>Winchester Center</i>				
26			Total Traffic:	299		
27			Veterans:	23		
28		Customer for Unemployment Assistance/ID.ME:		235		
29		Career Exploration and Training:		14		
30		Customers Seeking GED, Tutoring or Citizenship Assistance:		32		
31		Job Search Customers:		16		
32		RESEA Customers:		0		
33		DARS Customers:		0		
34		No Answer:		0		
35		First Time Visitors:		204		
36		SCSEP:		8		
37						
38						
39						

February

	A	B	C	D	E	F	G	H	I
1		Center Traffic February							
2									
3		Harrisonburg Center							
4		Total Traffic:	395						
5		Veterans:	19						
6		Customer for Unemployment Assistance/ID.ME:	233						
7		Career Exploration and Training:	19						
8		Customers Seeking GED, Tutoring or Citizenship Assistance:	32						
9		Job Search Customers:	105						
10		RESEA Customers:	7						
11		DARS Customers:	0						
12		Network2Work:	14						
13		First Time Visitors:	138						
14		Fishersville Center							
15		Total Traffic:	99	*Traffic started being recorded with Envoy on 2/8/2024					
16		Veterans:	11						
17		Customer for Unemployment Assistance/ID.ME:	73						
18		Career Exploration and Training:	8						
19		Network2Work:	1						
20		Job Search Customers:	18						
21		RESEA Customers:	0						
22		DBVI Customers:	1						
23		Tax Related Services:	0						
24		First Time Visitors:	46						
25		Winchester Center							
26		Total Traffic:	255						
27		Veterans:	35						
28		Customer for Unemployment Assistance/ID.ME:	181						
29		Career Exploration and Training:	9						
30		Customers Seeking GED, Tutoring or Citizenship Assistance:	35						
31		Job Search Customers:	22						
32		RESEA Customers:	0						
33		DARS Customers:	0						
34		No Answer:	0						
35		First Time Visitors:	178						
36		SCSEP:	2						
37									

Ready Accessibility: Investigate

March

	A	B	C	D
1		Center Traffic March		
2				
3		Harrisonburg Center		
4		Total Traffic:	434	
5		Veterans:	21	
6		Customer for Unemployment Assistance/ID.ME:	230	
7		Career Exploration and Training:	13	
8		Customers Seeking GED, Tutoring or Citizenship Assistance:	13	
9		Job Search Customers:	167	
10		RESEA Customers:	1	
11		DARS Customers:	0	
12		Network2Work:	6	
13		First Time Visitors:	138	
14		Fishersville Center		
15		Total Traffic:	128	
16		Veterans:	16	
17		Customer for Unemployment Assistance/ID.ME:	100	
18		Career Exploration and Training:	1	
19		Network2Work:	1	
20		Job Search Customers:	27	
21		RESEA Customers:	0	
22		DBVI Customers:	0	
23		Tax Related Services:	0	
24		First Time Visitors:	67	
25		Winchester Center		
26		Total Traffic:	182	
27		Veterans:	15	
28		Customer for Unemployment Assistance/ID.ME:	131	
29		Career Exploration and Training:	9	
30		Customers Seeking GED, Tutoring or Citizenship Assistance:	28	
31		Job Search Customers:	13	
32		RESEA Customers:	0	
33		DARS Customers:	0	
34		No Answer:	0	
35		First Time Visitors:	146	
36		SCSEP:	3	
37				

Ready Accessibility: Investigate

April

1								
2								
3		Center Traffic April						
4		<i>Harrisonburg Center</i>						
5		Total Traffic:	303					
6		Veterans:	4					
7		Customer for Unemployment Assistance/ID.ME:	208					
8		Career Exploration and Training:	3					
9		Customers Seeking GED, Tutoring or Citizenship Assistance:	4					
10		Job Search Customers:	79					
11		RESEA Customers:	2					
12		DARS Customers:	1					
13		Network2Work:	6					
14		First Time Visitors:	87					
15		<i>Fishersville Center</i>						
16		Total Traffic:	163					
17		Veterans:	19					
18		Customer for Unemployment Assistance/ID.ME:	109					
19		Career Exploration and Training:	5					
20		Network2Work:	0					
21		Job Search Customers:	49					
22		RESEA Customers:	0					
23		DBVI Customers:	0					
24		Tax Related Services:	0					
25		First Time Visitors:	109					
26		<i>Winchester Center</i>						
27		Total Traffic:	171					
28		Veterans:	20					
29		Customer for Unemployment Assistance/ID.ME:	98					
30		Career Exploration and Training:	9					
31		Customers Seeking GED, Tutoring or Citizenship Assistance:	26					
32		Job Search Customers:	37					
33		RESEA Customers:	0					
34		DARS Customers:	0					
35		No Answer:	0					
36		First Time Visitors:	136					
37		SCSEP:	5					
		...	November 23	December 23	January 24	February 24	March 24	April 24
	Ready	Accessibility: Investigate						



Business Services Quarter 3 Wrap Up PY2023

By the Numbers

Wagner Peyser Services (Job Matching, General Employer Support, Job Posting)
*783 Employers // 6,775 Services

WBL - 12 New Participants (6 OJT; 6 WEX)

Labor Participation Rate - 61.4% **Unemployment Rate** - 2.8%

Rapid Response Events - IAC Strasburg scheduled 4/9; Augusta Correctional

Recruiting

Employer Spotlight

Harrisonburg

10 Employers

3 Winchester Hiring Events

25 Employers

Business Solutions Team

Employer Presentations/Tours:

Miller Milling; Kingspan Insulation; Western State Hospital

Network2Work in the Valley

20 Employers; 36 Jobs; 72 Jobseekers; 6 Hires

Employer Workshops

1/26 GARCC Employer Symposium (50 attendees)

2/7 Rockbridge Employer Resource Fair (30 attendees)

Looking Ahead

- Learn & Earn Plumbing Program
- Employer Expo May 8, 2024



Kaystyle Madden

Director of Business Services

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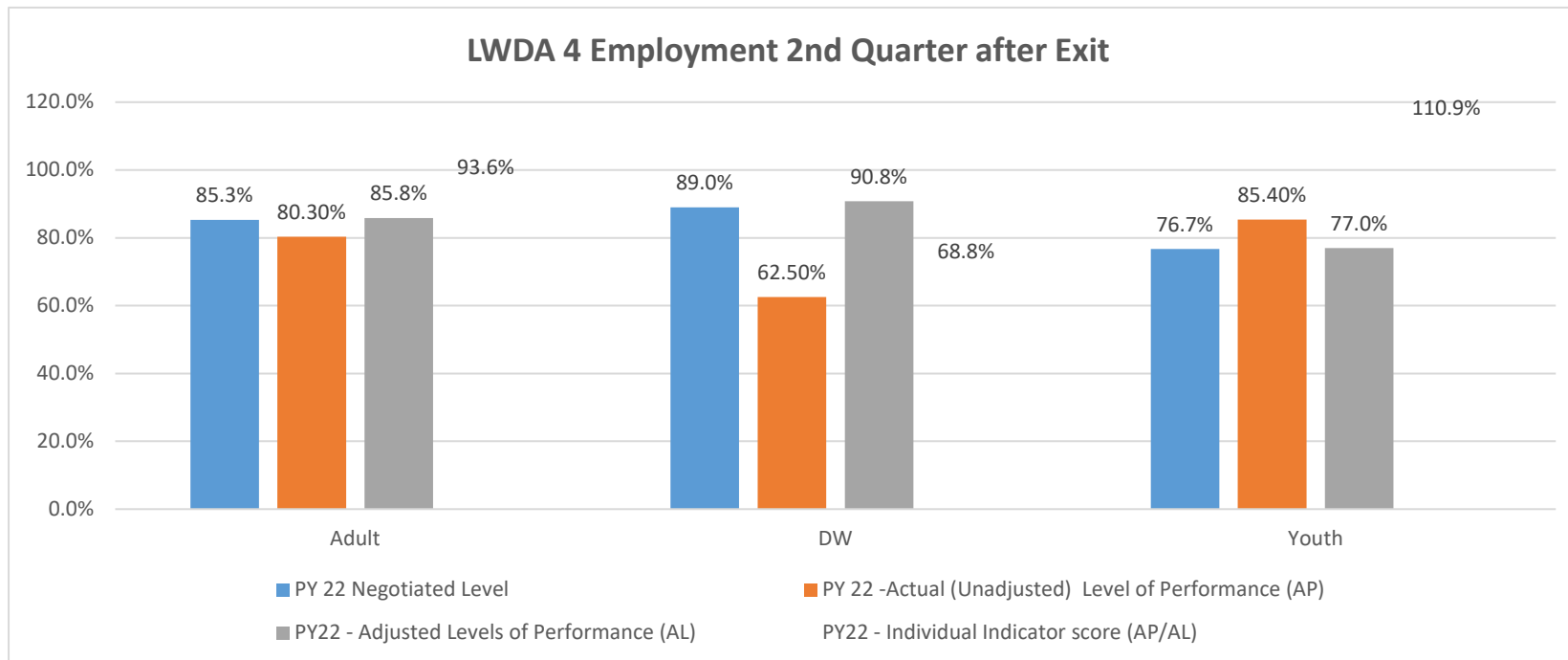
SHENANDOAH VALLEY REGION



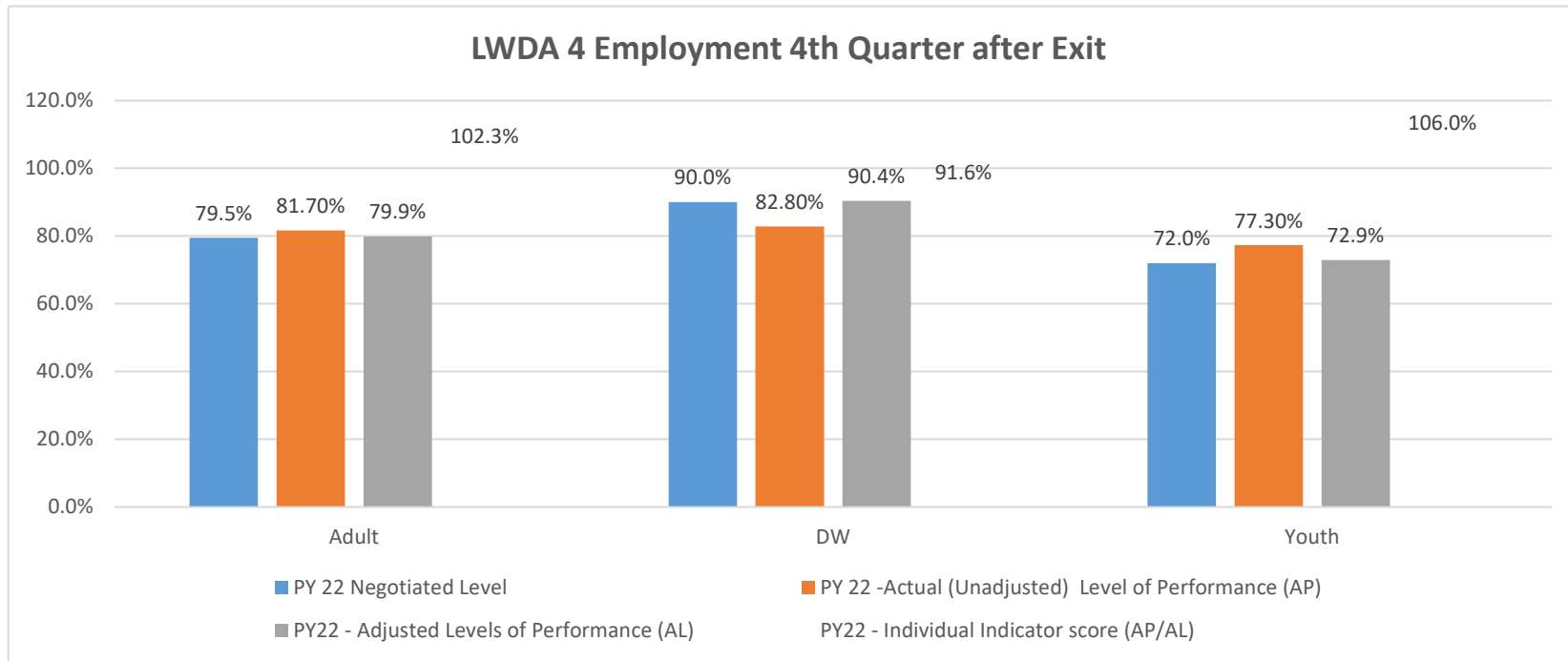
PY 2022	PY 22 WIOA Title I Performance				
		PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicators (AP/AL)	Met Minimum Threshold (> 50%)
State Level	State Level				
	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicator score (AP/AL)	Met Minimum Threshold (> 50%)
Adult					
Employment 2nd Quarter after Exit	78.50%	83.50%	81.9%	101.95%	✓
Employment 4th Quarter after Exit	79.50%	81.00%	82.2%	98.54%	✓
Median Earnings 2nd Quarter after Exit	\$6,100.00	\$8,096.00	\$6,716.00	120.55%	✓
Credential Attainment within 1 year	75.00%	71.40%	75.7%	94.32%	✓
Measurable Skills Gain (not adjusted PY22)	68.50%	78.40%	78.40%	100.00%	N/A
Dislocated Workers					
Employment 2nd Quarter after Exit	86.00%	84.70%	87.1%	97.24%	✓
Employment 4th Quarter after Exit	82.50%	85.10%	85.2%	99.88%	✓
Median Earnings 2nd Quarter after Exit	\$8,900.00	\$9,812.00	\$9,302.00	105.48%	✓
Credential Attainment within 1 year	72.50%	80.50%	73.9%	108.93%	✓
Measurable Skills Gain (not adjusted PY22)	62.00%	80.10%	80.10%	100.00%	N/A
Youth					
Employment 2nd Quarter after Exit	73.50%	77.90%	77.0%	101.17%	✓
Employment 4th Quarter after Exit	72.00%	79.10%	76.1%	103.94%	✓
Median Earnings 2nd Quarter after Exit	\$3,400.00	\$4,722.00	\$3,936.00	119.97%	✓
Credential Attainment within 1 year	68.50%	65.10%	68.8%	94.62%	✓
Measurable Skills Gain (not adjusted PY22)	60.50%	78.00%	78.00%	100.00%	N/A

PY 2022		PY 22 WIOA Title I Performance			
LWDA 04 - Shenandoah Valley	LWDA 04	LWDA 04 - Shenandoah Valley			
Adult	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicators (AP/AL)	Met Minimum Threshold (> 50%)
Employment 2nd Quarter after Exit	85.3%	80.30%	85.8%	93.6%	✓
Employment 4th Quarter after Exit	79.5%	81.70%	79.9%	102.3%	✓
Median Earnings 2nd Quarter after Exit	\$6,100	\$8,521.00	\$6,144.00	138.7%	✓
Credential Attainment within 1 year	77.4%	75.30%	77.6%	97.0%	✓
Measurable Skills Gain (not adjusted PY22)	72.3%	85.50%	71.5%	119.6%	N/A
Dislocated Workers					
Employment 2nd Quarter after Exit	89.0%	62.50%	90.8%	68.8%	✓
Employment 4th Quarter after Exit	90.0%	82.80%	90.4%	91.6%	✓
Median Earnings 2nd Quarter after Exit	\$8,900	\$17,404.00	\$9,228.00	188.6%	✓
Credential Attainment within 1 year	72.5%	100.00%	72.2%	138.5%	✓
Measurable Skills Gain (not adjusted PY22)	72.1%	100.00%	71.1%	140.6%	N/A
Youth					
Employment 2nd Quarter after Exit	76.7%	85.40%	77.0%	110.9%	✓
Employment 4th Quarter after Exit	72.0%	77.30%	72.9%	106.0%	✓
Median Earnings 2nd Quarter after Exit	\$3,400	\$4,047.00	\$3,449.00	117.3%	✓
Credential Attainment within 1 year	75.4%	84.40%	75.1%	112.4%	✓
Measurable Skills Gain (not adjusted PY22)	75.4%	76.90%	74.7%	102.9%	N/A

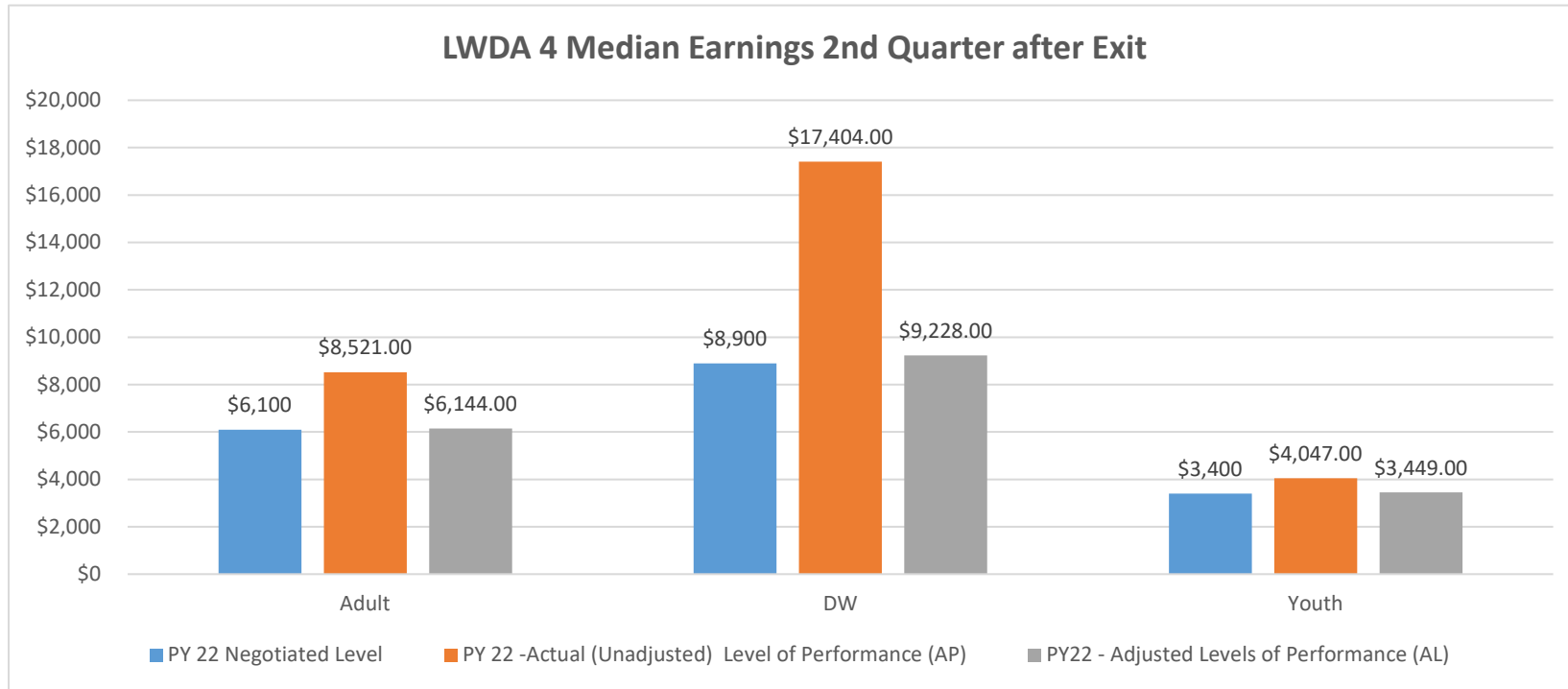
LWDA	Program	Measure	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicator score (AP/AL)	Met Minimum Threshold (> 50%)
LWDA 04	Adult	1 Employment 2nd Quarter after Exit	85.3%	80.30%	85.8%	93.6%	✓
LWDA 04	DW	1 Employment 2nd Quarter after Exit	89.0%	62.50%	90.8%	68.8%	✓
LWDA 04	Youth	1 Employment 2nd Quarter after Exit	76.7%	85.40%	77.0%	110.9%	✓



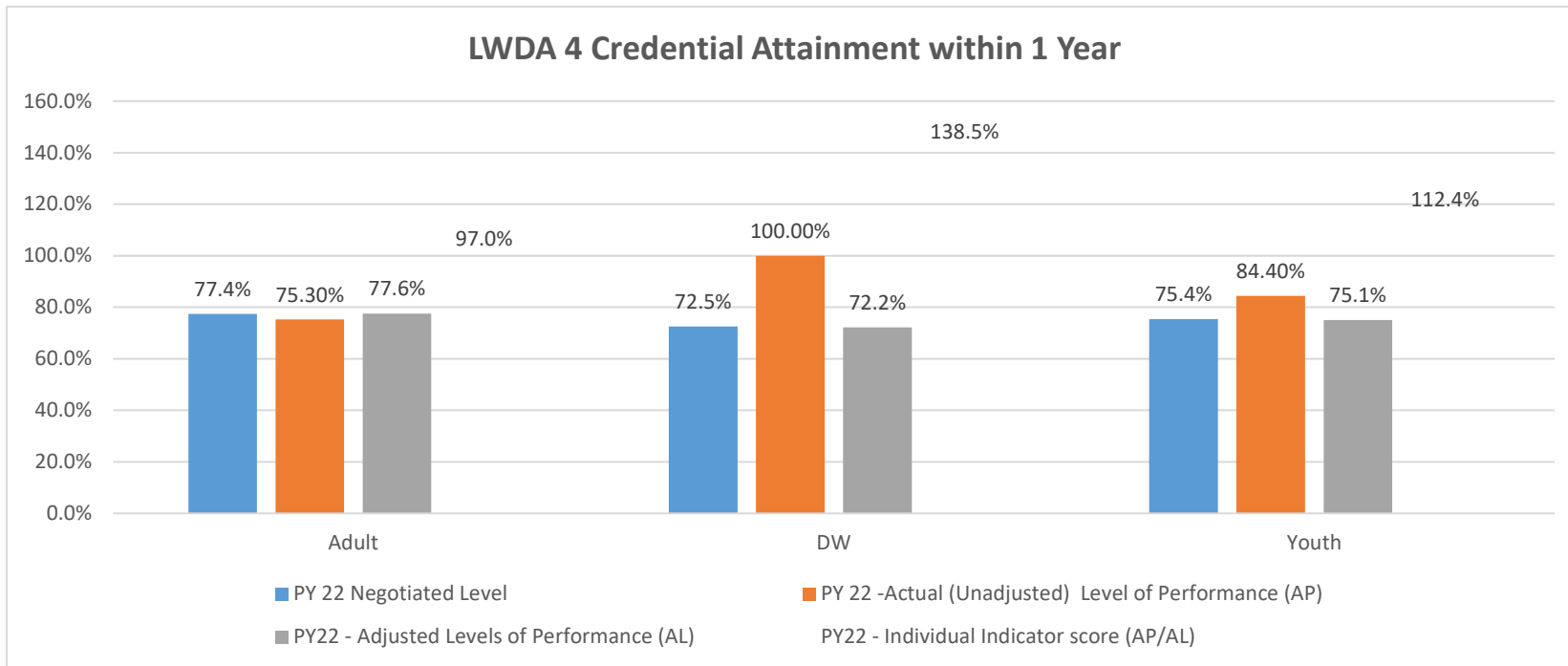
LWDA	Program	Measure	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicator score (AP/AL)	Met Minimum Threshold (> 50%)
LWDA 04	Adult	2 Employment 4th Quarter after Exit	79.5%	81.70%	79.9%	102.3%	✓
LWDA 04	DW	2 Employment 4th Quarter after Exit	90.0%	82.80%	90.4%	91.6%	✓
LWDA 04	Youth	2 Employment 4th Quarter after Exit	72.0%	77.30%	72.9%	106.0%	✓



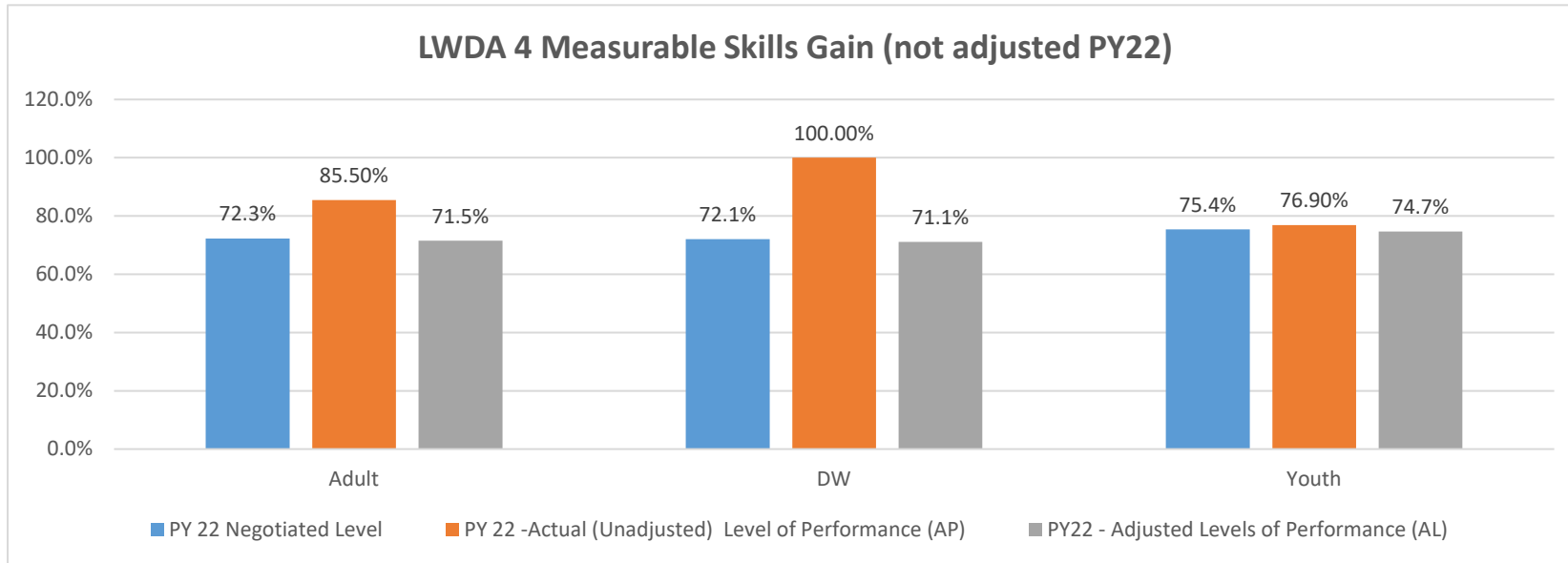
LWDA	Program	Measure	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicator score (AP/AL)	Met Minimum Threshold (> 50%)
LWDA 04	Adult	3 Median Earnings 2nd Quarter after Exit	\$6,100	\$8,521.00	\$6,144.00	138.7%	✓
LWDA 04	DW	3 Median Earnings 2nd Quarter after Exit	\$8,900	\$17,404.00	\$9,228.00	188.6%	✓
LWDA 04	Youth	3 Median Earnings 2nd Quarter after Exit	\$3,400	\$4,047.00	\$3,449.00	117.3%	✓



LWDA	Program	Measure	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicator score (AP/AL)	Met Minimum Threshold (> 50%)
LWDA 04	Adult	4 Credential Attainment within 1 year	77.4%	75.30%	77.6%	97.0%	✓
LWDA 04	DW	4 Credential Attainment within 1 year	72.5%	100.00%	72.2%	138.5%	✓
LWDA 04	Youth	4 Credential Attainment within 1 year	75.4%	84.40%	75.1%	112.4%	✓



LWDA	Program	Measure	PY 22 Negotiated Level	PY 22 -Actual (Unadjusted) Level of Performance (AP)	PY22 - Adjusted Levels of Performance (AL)	PY22 - Individual Indicator score (AP/AL)	Met Minimum Threshold (> 50%)
LWDA 04	Adult	5 Measurable Skills Gain (not adjusted PY22)	72.3%	85.50%	71.5%	119.6%	N/A
LWDA 04	DW	5 Measurable Skills Gain (not adjusted PY22)	72.1%	100.00%	71.1%	140.6%	N/A
LWDA 04	Youth	5 Measurable Skills Gain (not adjusted PY22)	75.4%	76.90%	74.7%	102.9%	N/A





Shenandoah Valley Workforce Development Board
BOARD DECISION BRIEF
Renewed Eligible Training Providers Program Extension

Date: May 16, 2024

Reference: Eligible training provider extensions must be approved by the Board.

Background: The WIOA established the eligible training provider process as part of the overall strategy to ensure informed customer choice, performance accountability, and continuous improvement. WIOA legislation requires that to provide occupational skills training supported through an Individual Training Account (ITA), training providers and their specific programs must be included on the state-maintained eligible training provider list (ETPL). WIOA sets forth the requirements and general process by which training programs can be included on the state ETPL by validating that all listed providers and their programs have met minimum state standards.

Virginia issued the **Virginia Board of Workforce Development (VBWD) 404-01 Change 1 ETPL Policy in July 2023**. According to the policy, Local Workforce Development Boards (LWDBs) continue receiving, reviewing, and approving new training providers and their program applications. However, the policy states that evaluations of training providers and programs to renew will be completed at least every two years and conducted by the Virginia Department of Workforce Development & Advancement (VDWDA); the LWDBs will no longer be responsible for this activity.

According to the **VBWD Policy 404-01 Change 1**, Local Workforce Development Boards (LWDBs) that initially accepted and approved applications of providers and their programs to be placed on the state ETPL will no longer be responsible for receiving renewal applications, conducting evaluations for each training provider program for renewal, or making recommendations of approving or denying renewal applications. Also, the policy states that the training providers can request a renewal for their programs to remain active on the ETPL for two years.

Purpose: Last Program Year, the State required all LWDBs to conduct a rushed renewal of the active programs on the ETPL, which had to be completed by **June 30, 2023**. **This was apparently** in anticipation of their upcoming policy change, which ultimately was released in July 2023. All LWDBs in Virginia renewed their programs to comply with the State requirement. At that time, we added a one-year renewal date for the programs.

As we approach the end of the first year of those renewals, the State is not prepared to receive and process them, as was expected based on their released policy. The question is, would we comply with the State's policy if we renewed programs? The current policy requires renewals to be conducted by the State. Nevertheless, we want to ensure our WIOA customers continue to have access to quality training programs.

Recommendations: Naturally, with the new policy allowing a two-year extension, we recommend extending our renewed programs for another year. This action will keep us from

unnecessarily burdening our training providers; they will not need to undergo another renewal process and extensive paperwork as they are now gearing up for the requirement to give the state performance metrics for all their students, which is due July 2024. Extending for another year will also provide the needed performance data for the State to make an informed decision about whether or not to renew these programs during the next program year.

Action Suggested: SVWDB should approve extending the renewal due date for the currently renewed ETPL programs from **June 30, 2024**, to **June 30, 2025**, with the expectation that the State will begin to follow their policy and conduct the subsequent renewals.

Summary: All active programs on the ETPL renewed by SVWDB in the spring of 2023 should have their renewal due dates changed to **June 30, 2025**.

Effective Date: May 16, 2024



Shenandoah Valley Workforce Development Board

BOARD DECISION BRIEF Conflict of Interest Policy Revision

Date: May 16, 2024

Reference: Conflict of Interest Policy Revision OP 15-03 for Board Approval

Background: This policy is to ensure that operational decisions made by the Shenandoah Valley Workforce Development Board, Inc., and the use or disposition of Board assets and resources, are made solely to benefit the Board’s mission and are not influenced by any private or personal benefit to the individuals taking part in the decision making process. This policy was revised in November 2023 and presented to the Board at the November 16, 2023 meeting. After the meeting, a Board member brought to the attention of staff that the scenarios provided on page 3 of the policy were incorrect and needed to be revised from “and vote” to “and abstain from voting.” This revision corrects the wording in the scenarios. No other changes have been made to the policy.

Issues: No issues identified

Summary: The Chief Executive Officer and EO Officer recommend that the Board approve the policy revision.

Action Needed: A motion to approve the policy revisions presented.

Effective Date: May 16, 2024



Policy and Procedure

Title:	Conflict of Interest	Number:	OP 15-03
Effective Date:	November 19, 2015	Revised:	11/27/2023

Purpose

To provide guidance on maintaining the highest ethical standards for members of the Shenandoah Valley Workforce Development Board (SVWDB), its staff, sub-recipients, and any vendors funded under the Workforce Innovation and Opportunity Act (WIOA) and/or with any funds provided by the SVWDB.

References

1. Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128)
2. WIOA Final Regulations, 20 CFR Part 678 and 679
3. Virginia Conflict of Interests Act, Va. Code § 2.2-3100
4. Virginia Board of Workforce Development Policy 200-02 Establishment and Membership of LWDBs
5. 2 CFR § 200.318(c)(1); 2 CFR § 200.112
6. USDOL ETA TEGL No. 35-10

Background

A Conflict of Interest Policy is required in order to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award or expenditure of such funds.

Grantees, sub-recipients, and vendors funded under the Workforce Innovation and Opportunity Act (WIOA), whether in whole or in part, must abide by the Workforce Innovation and Opportunity Act of 2014, the WIOA Guidance, all applicable Code of Federal Regulations (CFR), and any Commonwealth of Virginia WIOA policies regarding conflict of interest.

Policy

Conflict of interest, actual or perceived, will not be tolerated. Any duality of interest or actual or perceived conflict of interest on the part of any SVWDB Board members, staff, and vendors shall be disclosed to the Chair of SVWDB or the Chief Executive Officer and made a matter of record when the interest becomes a matter of Board action. A member must publicly declare that a possible conflict of interest exists before the agenda item in question is introduced. A member must disclose the nature of the conflict. The person chairing the meeting will then acknowledge the declaration. Members involved in an acknowledged conflict of interest must refrain from all discussion and abstain from all voting relative to the affected agenda item. The meeting minutes shall reflect that a disclosure was made and the abstention from voting and the discussion.

The conflict of interest policy shall be reviewed annually at a meeting of the Board to provide information and guidance to the members. Any new members of the Board shall be advised of the policy upon entering the duties of their office.

Definitions

“Conflict of Interest” refers to the conflict between the public obligation and the private interests of the persons or entities identified in the Purpose Section of this Policy.

“Member” refers to a member of SVWDB unless otherwise specified.

“Employee” refers to an employee of the SVWDB unless otherwise specified.

“Financial interest” includes possible disadvantages to a competitor of the business or nonprofit entity that the member represents.

“Gratuities, favors, and anything of monetary value” is defined as anything in excess of \$200 annually from any entity. In addition, no matter the value, acceptance is acceptable of an item that is equally offered to all attendees at a conference or an event because no one individual Board member will be unduly influenced.

Requirements

1. No individual in a decision-making capacity shall engage in any activity, including participation in selecting, awarding, or administering a subgrant or contract supported by the organization’s funds if a conflict of interest (actual, implied, or apparent) would be involved.
2. A Board member must neither cast a vote on nor participate in any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or a member of his immediate family. The U.S. Department of Labor’s Final Rule defines “participate in a decision-making capacity” as discussing an issue and influencing, or trying to influence, other SVWDB members or staff to take a position for or against an issue.
3. A conflict of interest under paragraphs 1 and 2 would arise when:
 - An individual, i.e., employee, officer, or agent,
 - Any member of the individual’s immediate family (partners, spouse, children, or siblings),
 - The individual’s partner or
 - An organization that employs or is about to employ an individual (individual has received a job offer from the organization) who has financial or other interests, either through ownership or employment, and participates in the selection or award of funding for that organization or firm.
4. Members of the Board will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements. The Board may set minimum rules where the gift is an unsolicited item of nominal intrinsic value.
5. Neither membership on the Board nor the receipt of WIOA funds to provide training or other services shall be construed to violate the Act’s or Regulations’ conflict of interest provisions.
6. Members shall not be financially interested in any contract they made in their official capacity or any contract created by the SVWDB. If a member has a remote interest in a contract, that member shall disclose such interest to the SVWDB Chair so that the interest can be noted in the official records; shall not influence or try to influence another member to enter into the contract or not enter into the contract; and shall not vote concerning whether the SVWDB should enter into the contract.
7. Each employee will follow Virginia laws and regulations regarding financial disclosure and conflict of interest.
8. Each vendor will follow Virginia laws and regulations regarding financial disclosure and conflict of interest.
9. When the SVWDB Chief Executive Officer (CEO) determines that they should not make a governmental decision because s/he has a disqualifying interest in that decision, the SVWDB Chief Executive Officer shall disclose their determination and disqualifying interest in writing to the chairperson of the SVWDB in addition to following any state requirements.
10. When an employee (other than the SVWDB CEO) or a consultant determines that they should not make a governmental decision because they have a disqualifying interest in that decision, that person shall disclose their determination and disqualifying interest in writing to the SVWDB CEO.

11. If an employee is notified or becomes aware of a potential conflict of interest concerning a member, employee, or vendor, the employee will inform the SVWDB CEO. If the potential conflict involves an employee, the SVWDB CEO will dismiss the employee from all matters related to the potential conflict. If the potential conflict involves a member, the CEO will consult with the chairperson of the SVWDB.
12. Any member who believes a conflict of interest exists concerning another member can declare so during the appropriate meeting. Suppose the issue is challenged or disputed by the affected member. In that case, the meeting chairperson will refer the matter to the organization's counsel for final determination, and the agenda item will be tabled pending a final opinion from counsel.
13. All instances of nonparticipation due to declared conflicts of interest shall be duly recorded in the minutes of the appropriate Board or committee meeting and shall serve as documentation of compliance with this policy. Instances in which a member has chosen not to be present at a meeting where a conflict of interest might arise shall likewise be recorded in the minutes.
14. An SVWDB member must not engage in any activity that constitutes a conflict of interest by the Commonwealth of Virginia.
15. All Board members must sign, on an annual basis, the Conflict of Interest Disclosure Form attached to this policy.

Scenarios

Board members are community leaders. Many are active in their communities in various capacities, including boards and committees. Being an active leader in multiple roles can create actual and apparent conflicts of interest. These can occur regularly through membership, employment, family, or business connections. Each Board member must recognize their conflict of interest, actual or apparent.

Two common scenarios are:

- A service provider member is also a voting member of a WDB. The next WDB meeting has on its agenda five training providers wanting to be on the certified training provider list to be discussed. Three of those training providers offer programs of the service provider. Therefore, this is an actual conflict. This voting member of the WDB must disclose the conflict, abstain from any discussion, **and abstain from voting** on these training providers.
- A community agency responds to the WDB's competitive process. One of the WDB members is connected to the agency through employment or Board involvement but not within the scope of the service being offered. If this is not an actual conflict, it certainly is an apparent conflict in which an agency the WDB member is affiliated with can benefit from the influence of this individual. The WDB member should disclose the conflict, abstain from discussion, **and abstain from voting**. If the conflict is not disclosed, the WDB's decision can be perceived by the community as misleading, raising how open and fair the process was.
- An example from an actual audit finding stated: "*The entity did not take any actions to separate functions, roles, or responsibilities of key staff involved in the management, award, and administration of all ETA funds; nor did it create and implement any internal controls to mitigate the 'real and apparent' conflicts.*"

Revisions:

November 27, 2023

July 11, 2019

SHENANDOAH VALLEY WORKFORCE DEVELOPMENT BOARD

CONFLICT OF INTEREST DISCLOSURE

Board members owe a high fiduciary duty to the organization. No Board member shall engage in any activity violating the Board's Conflict of Interest Policy as stated in this Policy #2018-25.

_____ (Initial) I have received and read a copy of the Conflict of Interest Policy (copy attached).

_____ (Initial) Since being appointed to the Board, neither I nor, to the best of my knowledge, any member of my immediate family has engaged in any of the conduct prohibited by the Conflict of Interest Policy.

OR

_____ (Initial) Since my appointment to the Board, neither I nor, to the best of my knowledge, any member of my immediate family has engaged in any of the conduct prohibited by the Conflict of Interest Policy, except as fully disclosed below:

Violations of the Conflict of Interest Policy may result in a request to the CLEO that the Board member be removed and that a new appointment be made.

I certify that my above responses are accurate to the best of my knowledge.

Print name: _____

Signature: _____

Date: _____



Shenandoah Valley Workforce Development Board
BOARD DECISION BRIEF
Transfer of WIOA Program Funds

Date: May 16, 2024

Reference: Transfers of WIOA program funds must be approved by the Board.

Background: In the current economic and workforce situation, the SVWDB is unable to enroll many dislocated workers. If a worker is experienced, without a job, and wants a job; that worker can usually find a job without assistance from WIOA programming. This makes it difficult to expend all of the allocated Dislocated Worker (DW) program funds. To make up for this shortfall in spending and to ensure that program funds are not recaptured by the state, the SVWDB transfers DW funds to the Adult funding stream where it can easily be expended to meet job seeker demand and achieve the organization's goals. With the passage of WIOA in 2014 and with Board approval, it is allowable for 100% of DW funds to be transferred to Adult programming and vice versa. The CEO and Finance Director have reviewed funding levels and expenditure rates for both Program Year 2022 and 2023 and have determined that DW funding from both years should be transferred to the Adult program.

- For Program Year 2022 (PY22) DW funding at the end of March, \$64,808 remained unexpended from the PY22 DW allocation. This request is to transfer all remaining PY22 DW funds to the Adult program. This is Year 2 funding and must be spent by 6/30/2024 or will be recaptured by the state.
- For Program Year 2023 (PY23) DW funding at the end of March, \$422,613 remained unexpended from the PY23 DW allocation. This request is to transfer \$350,000 from PY23 DW funds to the Adult program. This is Year 1 funding and must be spent by 6/30/2025 or it will be recaptured by the state.
- The allocation for Program Year 2024 (PY24) has not been received. The local areas will receive a small percentage of DW and Adult program funds during the summer and will not receive the full allocation until October/November 2024. Funding from this allocation must be expended by 6/30/2026.

Issues: No issues identified

Summary: The CEO and Finance Director recommend that the Board approve the \$64,808, or current amount remaining, transfer of PY22 DW funds to the Adult program and the \$350,000 transfer of PY23 funds PY23 DW funds to the Adult program; making \$414,808 the total amount eligible for transfer under this request.

Action Needed: A motion to approve the transfer as presented.

Effective Date: May 16, 2024



Shenandoah Valley Workforce Development Board
BOARD DECISION BRIEF
Bank Signatory Authority

Date: May 16, 2024

Reference: The SVWDB is responsible for establishing bank signatory authority.

Background: Due to the requirements for separation of duties as it relates to check processing and signing, the SVWDB has established in fiscal policy the requirement to have two people available to sign checks at all times. Bank signatories are being updated due to changes in Board Officers and staff and to remain in compliance with SVWDB fiscal policy requirements. In addition, the bank requires the Board of Directors approval of signatories as documented in meeting minutes submitted to the bank. The proposed signatories include the following;

- Sharon Johnson, Chief Executive Officer
- Stephanie Branner, Finance Director
- Tristan Walters, Operations Director
- Jo Lee Loveland Lace, Co-Treasurer
- Katy Parrish, Co-Treasurer

Issues: No issues identified

Action Needed: A motion to approve the bank signatory authority for the Officers and staff as presented.

Effective Date: May 16, 2024



Randy Doyle, Chair
Yolanda Shields, Co-Vice Chair
Elizabeth Savage, Co-Vice Chair

Sharon Johnson, Chief Executive Officer
Jo Lee Loveland Link, Co-Treasurer
Katharine Parrish, Co-Treasurer

March 31, 2024

Angela Kelly-Wiecek
Chief Deputy Director
Virginia Department of Workforce Development and Advancement
Virginia Works

Dear Ms. Kelly-Wiecek,

Enclosed is the Shenandoah Valley Workforce Development Board's (SVWDB) waiver request to continue to provide individualized career and follow up services for Adult and Dislocated Worker WIOA Title I programs for Program Year 2024.

Thank you for your consideration. If you have questions or need additional information, please contact me at 540-649-4322 or sjohnson@vcwvllley.com.

Sincerely,

DocuSigned by:

D5C7737DB4BA459...

Sharon Johnson, Ph.D.
Chief Executive Officer

P.O. Box 869 • Harrisonburg, VA 22803-0869 • Telephone: 540.442.7134
Fax: 540.437.9808 • TDD: VA Relay Center 800.828.1120 or 711 • www.vcwvalley.com

This workforce product was created using 100% of federal U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award made to Page County on behalf of the Shenandoah Valley Workforce Development Area by the pass-through entity, the Virginia Community College System. No costs of this product were financed by nongovernmental sources. The information contained herein does not necessarily reflect the official position of the U.S. Dept. of Labor.



Date: March 31, 2024

To: Angela Kelly-Wiecek, VDWA

From: Sharon Johnson, Ph.D., SVWDB, Inc.

Subject: Individualized Career and Follow-up Services Waiver Request for PY24

The Shenandoah Valley Workforce Development Board, Inc. (SVWDB) seeks a waiver to continue to deliver individualized career and follow-up services for Program Year (PY) 2024.

1. **a. What factors went into the LWDB's decision to submit this request to provide individualized career and follow-up services, including those that led the LWDA to believe that participants will be better served by providing these services directly rather than through a competitive procurement process? What is the rationale for the waiver?**

The primary factors influencing the Shenandoah Valley Workforce Development Board (SVWDB) to submit this provision of services waiver include contractor performance, ineffective staff, staff turnover issues, reduced WIOA funding, and lack of alignment with regional leadership vision and priorities.

Contractor Performance: Prior to assuming the role of providing individualized career and follow-up services, the SVWDB worked with five contractors, delivering Adult and Dislocated Worker program services in previous years. Larger contractors use generic boilerplate service delivery models that provide only partial training options and no follow-up services because this is the simplest way to make program delivery manageable and scalable across multiple workforce regions and states. When this approach is applied, the full spectrum of services is unavailable to participants. In addition, it is impossible to customize service delivery to meet our one-stop system needs or quickly adapt to changing circumstances. One point critical to the SVWDB was that it was impossible to innovate and evolve service delivery to fulfill the regional vision of the Board of Directors and Chief Elected Official Consortium leadership. Working with vendors, the SVWDB dealt with contractor disallowed costs, low program enrollments, inability to spend contracted funds, high frontline staff turnover, unresponsiveness, disregard for State and Local Board leadership directives, and differing opinions between the SVWDB and the contractor.

Staff Turnover and Issues: The SVWDB constantly handled the contractor's frontline staff turnover. The last contractor's staff turnover rate was 240%, where they had 33 individuals fill nine frontline staff positions over a two year period. In addition, staff members received very little to no training and support. The constant lack of communication, training, and support frustrated frontline staff, reduced enrollments and

impacted every aspect of individualized career and follow-up service delivery. In contrast, the SVWDB staff is well-trained, highly experienced, adaptive, and aligned with the vision of Board leadership. As a result, the SVWDB staff can establish balance, set direction, facilitate open communication, promote transparency, and provide responsive and responsible leadership toward a clear vision aligned with regional workforce leadership.

In these challenging times to find compatible, skilled employees, the SVWDB has restructured and streamlined roles and responsibilities, conducted a compensation study and adjusted salaries accordingly, retained a strong benefits and retirement package, evaluated cost of living and made adjustments, implemented a permanent remote work practice, and have flexible prescheduled work hours.

The SVWDB has developed a formal cohort training plan for initial onboarding and ongoing support and guidance that is onsite across the three centers. Ongoing professional development is required and offered through Strumpf Associates and WIOA Title I Administration. The March training through Strumpf Associates was Case Management. The May training is Case Notes, and the next training will be Time Management.

A team culture is being developed daily. A career pathway is being developed for future advancement of the Career Coaches who aspire to advancement and includes Career Coach to Lead Coach to Program Manager to Program Director, with additional opportunities based on new workforce initiatives being developed and grant funding.

Reduced WIOA Funding: There was another decrease in WIOA funding for the current program year. Over the past eight years, the Adult and Dislocated Worker allocation has been reduced by \$540,256. At the same time, the SVWDB needs to serve more underrepresented and underserved job seekers in remote areas of the service region. The SVWDB service region is approximately 5,000 square miles, and most of the region does not have public transportation. The SVWDB seeks to improve resource effectiveness and serve more job seekers and businesses through an evolved service delivery model, ensuring that administrative and program resources are used effectively. For example, when utilizing a contractor, much time was spent on the daily management of the sub-recipient contract and the monitoring, closeout, and audit of an additional and unnecessary contract. Resources were further wasted on dealing with unresponsive contractors, failed communication attempts, and continuously repairing and rebuilding regional partnerships.

Lack of Alignment with Regional Leadership Vision and Priorities: In a combined meeting of the Executive and Finance Committees, the members worked to define service delivery goals and contractor concerns. Service delivery goals were defined as 1) the delivery of a higher quality of customized services, 2) to build capacity and increase the number of job seekers served, 3) to provide services to a larger geographic area within the SVWDB service region, 4) to use technology and innovative models to be less dependent on traditional bricks and mortar workforce

centers, and 5) to develop a team of service-facing staff to implement innovative service delivery practices.

In addition, the committee members defined contractor concerns that included 1) inconsistent and erratic service delivery practices, 2) disregard for the implementation of current state and local policies and program requirements, 3) excessive staff turnover and lack of training and support, 4) the inability to manage budget obligations and expend the contracted budget amount, and 5) the inability to enroll job seekers and serve businesses. However, the overarching concern was the inability to innovate and evolve service delivery, resulting in missed opportunities to serve more job seekers and employers and deliver services effectively.

The SVWDB is working to deliver a higher quality service because of the time spent training, guiding, and supporting career coaches and because of the changes made to hire a higher quality coach. Customized services and increased job seeker capacity to serve more participants is possible because of the ability to integrate and leverage grant funds with WIOA Title I funding. This was impossible with a contractor because grant-funded resources could not be integrated into their standard service delivery model, so grant-funded initiatives were siloed, and Title I programs were siloed with no possibility of leveraging funding or other resources. New tools have been added to support Coaches as they work with job seekers and include Metrix Learning and TransfrVR. Tools such as this were not an option before because the contractor did not want to spend funds to buy from another vendor and would only use their internal products.

b. Include in your answer the sole source justification and results of the Request for Proposal (RFP), noting why competition is not feasible or, if a competitive process was implemented, why the local Board is the most feasible to provide Individualized and Follow-up career services.

Based on our experience over many years, vendors are in the business of service delivery for the money. See the response to question one for the vendor challenges encountered year after year and contractor after contractor. In addition, see the response to question four regarding the fiscal impact on the SVWDB. Through the service delivery and fiscal challenges, contractors have consistently neglected to provide a wide range of quality services to our job seekers and business customers.

Contractors are historically known for not treating frontline staff very well. They are employed quickly with few performance expectations, are not provided training and support, and are left to their own devices to figure out Title I programming. With the current environment, contractors are experiencing an even harder time recruiting using these same staffing practices.

Repeatedly training new staff is an endless spinning of wheels and getting nowhere. Generally, it usually takes staff at least a year to become knowledgeable, functional, and proficient at case management and service delivery. In addition, building relationships with one-stop system partners is crucial to quality service delivery and the success of our

customers. Old relationships are restored, and new ones have developed with partner agencies and training providers as the SVWDB continues to progress in the role of the provider of career services.

At the SVWDB, we are making great strides in training staff to provide quality career services. However, the case manager professional must understand the big picture of what they are doing and how they are truly helping the job seeker. They must leave behind the "I don't know why we do this" and the "check off the box" mentality. The work required to properly train staff in quality service delivery is genuinely astronomical, and potentially losing the staff with a new service provider would set our region back several years.

By receiving approval to deliver individualized career and follow-up services, we have the flexibility and adaptability to serve our region. We know our region better and have more of an invested interest than a contractor,

With this flexibility and understanding, we can contract for adult and dislocated worker services as needed if we cannot make those services available. We can also potentially co-enroll participants with other programs to offer additional wraparound services. We know that we can efficiently and effectively provide quality services for the WIOA adult and dislocated worker program to assist job seekers and businesses, offering more opportunities for regional workforce leadership to lead and innovate.

2. Describe the Individualized Career and Follow-up services the LWDB plans to provide, including its prior experience providing those services and how long it has done so.

The SVWDB has provided Individualized Career and Follow-up services to the region's customers for approximately three years. With approval, it plans to continue providing the following career services:

Basic Career Services (available to anyone): *Virginia Works also provides Basic Career Services within the One-stop Delivery System.*

- Eligibility Determination
- Outreach, Intake, and Orientation to the Virginia Career Works One-stop system
- Job Search Assistance (self-directed)
- Providing information on in-demand sectors, occupations, or nontraditional employment
- Provision of referrals and coordination with other programs and services
- Provision of workforce and labor market employment statistics information
- Provision of information on job vacancies
- Provision of information on job skills necessary to fill vacancies
- Provision of information on local demand occupation, with earnings, skill requirements, and opportunities for advancement for those jobs
- Provision of performance and program cost information for providers of education and training
- Provision of information on local performance

- Provision of information on the availability of supportive services or assistance
- Referral to supportive services

Individualized Career Services (available to eligible individuals):

- Initial Assessment of skill levels and supportive service needs
- Job Search Assistance (staff assisted)
- Placement Assistance (Includes "Referral to employment") (staff assisted)
- Career Counseling (staff assisted)
- Assistance establishing eligibility for financial aid
- Comprehensive and specialized assessments
- Development of the IEP
- Group Counseling
- Individual Counseling
- Career Planning
- Short-term prevocational services
- Internships and work experiences (including transitional jobs)
- Workforce preparation activities
- Financial Literacy services
- Out-of-state job search assistance and relocation assistance
- English language acquisition and integrated education and training programs
- Follow-up services

Other Services available:

Training Services (available to eligible individuals through Individual Training Agreements (ITAs), contracts, and agreements):

- Occupational Skills Training
- On-the-Job Training
- Incumbent Worker Training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Transitional Jobs
- Job Readiness training provided in combination with the services above
- Adult Education and Literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with some services above
- Customized training

See Attachment II for additional information about programmatic technical assistance, enhanced processes, and tools.

3. Provide the Program Year 2022 Performance Measures and Program Year 2023 Quarter 1 Performance Measures. If the LWDA did not meet any of these measures, please provide an explanation.

The Dislocated Worker Program did not meet the PY 22 Q2 Employment Rate; one more DW in the numerator would have made the difference. **See Attachment I**

4. Please provide evidence that the LWDB is qualified to provide Individualized and Follow-up Career Services, including any local testimonials that speak to the effectiveness and efficiency with which the LWDB has provided or can provide those services.

The SVWDB is qualified to provide individualized career and follow-up services because of its experience with hands-on management and oversight of adult and dislocated worker programs, as well as its experience designing and implementing discretionary grants.

In the role of program administration and oversight, Board staff have the following responsibilities to

- support frontline staff by providing WIOA program training;
- schedule and participate in State program training;
- provide technical assistance for programming questions five days a week;
- conduct frontline staff update and input meetings;
- develop, modify, and implement local policies;
- design and implement program forms, as needed; and
- conduct local program monitoring.

In addition to training and overall program support, the SVWDB staff researched tools and resources for remote working frontline staff to stay connected and to make the virtual provision of services possible. Using these tools and resources, Board staff designed a virtual enrollment process for the continued enrollment of job seekers. Virtual services remain a requested form of service delivery because of transportation and childcare barriers.

SVWDB staff have been awarded and successfully managed every aspect of implementing every discretionary grant program. The SVWDB is accustomed to innovative design and collaboration to address regional workforce solutions. Once awarded, Board staff are responsible for every aspect of program management, staffing, service delivery, performance, reporting, and monitoring. In addition, SVWDB staff are accustomed to administrative, program, fiscal, and regulatory responsibilities. Below are three examples of discretionary grants over the years. The SVWDB was responsible for outreach, enrollment, job seeker and employer planning and support, tracking, follow-up, and reporting.

Shenandoah Valley Energy Partnership (SVEP) 2010 – 2014

The SVWDB was awarded \$4,951,991 to launch a significant new workforce training initiative supporting the development of a skilled workforce in "green jobs," especially those emerging occupations in advanced manufacturing, energy, and construction. Through the SVEP, the SVWDB worked collaboratively with numerous regional workforce and community partners to provide systematic outreach to various employer and job seeker groups and delivered responsive program design and training that resulted in job placement or career advancement. Funds were deployed in a number of ways. The grant leveraged an additional \$5,130,071 in public and private funding that expanded the scale and reach of the initiative. Program activities developed important capacity, increase awareness, and supported new infrastructure to strengthen the

workforce. The program was bestowed the Torchbearer Award by the Virginia Chamber of Commerce for the sixth congressional district.

Upon completion of the grant period, the following outcomes were achieved:

Performance Metric	Goal	Actual	% of Goal
Participants Served	1,010	1,164	115%
Entered Education & Training	1,010	1,137	113%
Completed Education & Training	777	752	96%
Credentials Awarded	777	1,847	238%
Placed in Employment	634	790	125%
Retained Employment	580	623	107%

Valley On-the-job Training (Valley OJT) 2012 – 2017

The SVWDB was awarded \$5,000,000 to launch Valley OJT to provide advanced manufacturing and healthcare training using a comprehensive OJT model. Participants were either unemployed or underemployed and still recovering from the effects of the Great Recession and experiencing skill shortages from an aging workforce and technology advances. Job seekers entered employment with an OJT and were eligible to receive supportive services and supplemental training, including a registered apprenticeship with an employer sponsor. Valley OJT added value to the region by strengthening partnerships with businesses and economic development, advanced new initiatives with workforce partners, and put the SVWDB "on the map" for many employers and job seekers.

Upon completion of the grant period, the following outcomes were achieved:

Performance Metric	Goal	Actual	% of Goal
Participants Served	500	577	115%
Completed OJT	222	471	212%
Credentials Awarded	98	115	117%
Placed in Employment	222	471	212%
Retained Employment	212	406	192%

Valley to Virginia (V2V) American Apprenticeship Initiative (AAI) 2016 - 2021

The SVWDB was awarded \$4,000,000 for the V2V program to expand registered apprenticeships in advanced manufacturing occupations, introduce an innovative apprenticeship model for production technician occupations, and increase participation of underrepresented populations in apprenticeships. Underrepresented populations include females, minorities, disabled, veterans, and transitioning military. Innovative activities for outreach and expanded awareness include an apprenticeship expansion of the InDemand Occupations Campaign, the addition of Apprenticeship Coaches, and continued work with local, regional, and state economic developers.

Upon completion of the grant period, the following outcomes were achieved:

Performance Metric	Goal	Actual	% of Goal
Employers Served	92	93	101%
New RA Employer Sponsors	18	24	133%
Expanded Occupations	37	50	135%
RAs Enrolled	1,000	1,156	156%
Underrepresented Population Served	250	584	234%
RA Completers	250	313	125%

Describe any fiscal impact that procurement of Individualized and Follow-up Career Services would cause for the grant recipient, LWDB, and/or local consortia members. State the entity serving as the fiscal agent.

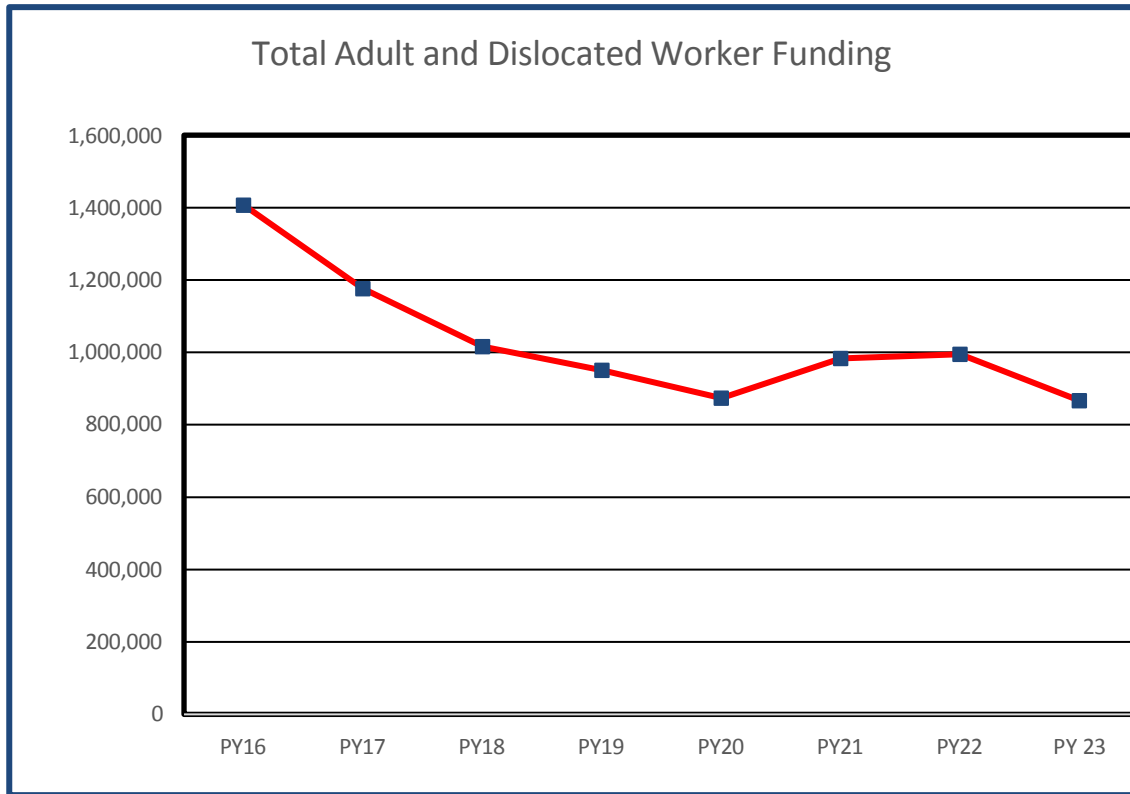
Procuring individualized career and follow-up services would increase costs for the local workforce development board compared to providing those services locally. Creating a sub-recipient relationship is administratively burdensome due to the costs of creating the sub-recipient agreement, monitoring that is performed at least annually, and the constant management of the agreement and relationships; this cost was estimated to be approximately \$62,000 per program year when this request was originally submitted. Additionally, organizations that would provide the services would most likely require overhead and/or profit as part of the contract budget, estimated to be approximately 10% of the total contract or approximately \$64,000 per program year.

In addition, vendors charge the contract a percentage of time for individuals in their tiered management structure and administration. See the example below from previous vendor charges.

Vendor Corporate Positions Charged to WIOA Contract	% of Time Charged
Vice President	7%
Sr Dir Program Services	15%
Grant Accounting Mgr	15%
Jr Fund Accountant	10%
Sr Dir Admin Services	35%
Sr Mgr Admin Services	46%
Dir Workforce Training Services	53%
Administrative Support	56%

Over the past several years (PY 16 through PY 23), our Adult and Dislocated Worker allocation has dropped significantly. The difference between PY 16 and PY 23's allocation shows a reduction in funding of \$540,256. See charts provided below for SVWDB Adult & Dislocated Worker Funding Allocation Schedule for Program Year 2016 - Program Year 2023.

Period	Adult	DW	Total
PY16	\$754,308	\$652,658	\$1,406,966
PY17	\$618,624	\$556,941	\$1,175,565
PY18	\$544,580	\$471,723	\$1,016,303
PY19	\$453,270	\$497,595	\$950,865
PY20	\$385,934	\$487,288	\$873,222
PY21	\$441,669	\$541,885	\$983,554
PY22	\$533,811	\$460,586	\$994,397
PY 23	\$444,097	\$422,613	\$866,710



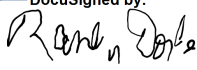
6. Describe and clarify the roles and responsibilities of the One-Stop Operator in relation to the career services provider.

The OSO contract was awarded in May 2022 and began serving the SVWDB on July 1, 2022. The primary responsibilities of the OSO are to establish and maintain effective working relationships with all partners and service providers that comprise the Shenandoah Valley one-stop system, coordinate the delivery of services amongst partners, assist with the coordination and implementation of workforce development policy as it pertains to an integrated one-stop operation, report on one-stop operations, act as the intermediary for addressing and resolving problems, and support the one-stop certification process. The OSO works with partners to provide aligned and integrated career services for job seekers and businesses. The OSO works collaboratively with partners in the comprehensive center in Harrisonburg, the affiliate center in Winchester, and the access point in Fishersville.

Attached are letters of recommendation from regional workforce partners. These letters support the application of the waiver, which aligns with the SVWDB's vision and strategy to retain individualized and follow-up career services. Letters are included from Blue Ridge Community College (BRCC), Shenandoah Valley Partnership (SVP), Shenandoah Initiative for Adult Education (SHINE), Skyline Literacy, and the Department of Aging and Rehabilitative Services (DARS). The Conflict of Interest Policy, Control and Firewalls, and Organization Chart are also attached.

Signature Page

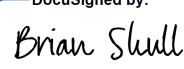
The request for a waiver to allow the SVWDB to continue to deliver individualized career and follow-up services will be presented at the combined meeting of the Board of Directors and Chief Elected Officials Consortium on May 16, 2024 and is provisionally signed below by the SVWDB Board of Directors Chair and Chief Elected Officials Chair. In the event there is not a quorum of either the Board or Consortium, the respective Executive Committees are empowered to act on behalf of the Board and Consortium. Executive Committee meetings are scheduled after the combined Board and Consortium meeting.

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3/28/2024

Mr. Randy Doyle, Chairman
Shenandoah Valley Workforce Development Board, Inc.

Date

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3/28/2024

Mr. Brian Shull, Chairman
Chief Elected Officials Consortium

Date

DocuSigned by:

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3/28/2024

Dr. Sharon Johnson, Chief Executive Officer
Shenandoah Valley Workforce Development Board, Inc.

Date

160 North Mason Street • Harrisonburg, VA 22802 • Telephone: 540.442.7134 Fax: 540.437.9808 • TDD: VA
Relay Center 800.828.1120 or 711 • vcvalley.com

AN EQUAL OPPORTUNITY EMPLOYER/PROGRAM

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases: against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the

**Attachment I
PY 22 Unadjusted Annual Performance**

PY 2022		PY 22 -Actual - Unadjusted	
LWDA 04	LWDA 04	LWDA 04	
Adult	PY 22 Negotiated Level	Actual- Unadjusted Performance	% of Negotiated Level
Employment 2nd Quarter after Exit	85.3%	80.30%	94.1%
Employment 4th Quarter after Exit	79.5%	81.70%	102.8%
Median Earnings 2nd Quarter after Exit	\$6,100	\$8,521.00	139.7%
Credential Attainment within 1 year	77.4%	75.30%	97.3%
Measurable Skills Gain	72.3%	85.50%	118.3%
Dislocated Workers			
Employment 2nd Quarter after Exit	89.0%	62.50%	70.2%
Employment 4th Quarter after Exit	90.0%	82.80%	92.0%
Median Earnings 2nd Quarter after Exit	\$8,900	\$17,404.00	195.6%
Credential Attainment within 1 year	72.5%	100.00%	137.9%
Measurable Skills Gain	72.1%	100.00%	138.7%
Youth			
Employment 2nd Quarter after Exit	76.7%	85.40%	111.3%
Employment 4th Quarter after Exit	72.0%	77.30%	107.4%
Median Earnings 2nd Quarter after Exit	\$3,400	\$4,047.00	119.0%
Credential Attainment within 1 year	75.4%	84.40%	111.9%
Measurable Skills Gain	75.4%	76.90%	102.0%

PY 23 Q1 and Q2 Preliminary Performance

PY 2023		Quarter 1		Quarter 2	
LWDA 04	LWDA 04	LWDA 04		LWDA 04	
Adult	PY 23 Negotiated Level	Actual Performance	% of Negotiated Level	Actual Performance	% of Negotiated Level
Employment 2nd Quarter after Exit	85.3%	100.00%	117.2%	100.00%	117.2%
Employment 4th Quarter after Exit	79.5%	70.00%	88.1%	85.30%	107.3%
Median Earnings 2nd Quarter after Exit	\$6,100	\$10,676.00	175.0%	\$10,421.00	170.8%
Credential Attainment within 1 year	77.4%	60.00%	77.5%	82.40%	106.5%
Measurable Skills Gain	72.3%	17.90%	24.8%	48.70%	67.4%
Dislocated Workers					
Employment 2nd Quarter after Exit	89.0%	0.00%	0.0%	0.00%	0.0%
Employment 4th Quarter after Exit	90.0%	100.00%	111.1%	100.00%	111.1%
Median Earnings 2nd Quarter after Exit	\$8,900	\$0.00	0.0%	\$0.00	0.0%
Credential Attainment within 1 year	72.5%	0.00%	0.0%	0.00%	0.0%
Measurable Skills Gain	72.1%	50.00%	69.3%	50.00%	69.3%
Youth					
Employment 2nd Quarter after Exit	76.7%	100.00%	130.4%	100.00%	130.4%
Employment 4th Quarter after Exit	72.0%	62.50%	86.8%	71.40%	99.2%
Median Earnings 2nd Quarter after Exit	\$3,400	\$6,092.00	179.2%	\$6,092.00	179.2%
Credential Attainment within 1 year	75.4%	80.00%	106.1%	76.90%	102.0%
Measurable Skills Gain	75.4%	36.40%	48.3%	50.00%	66.3%

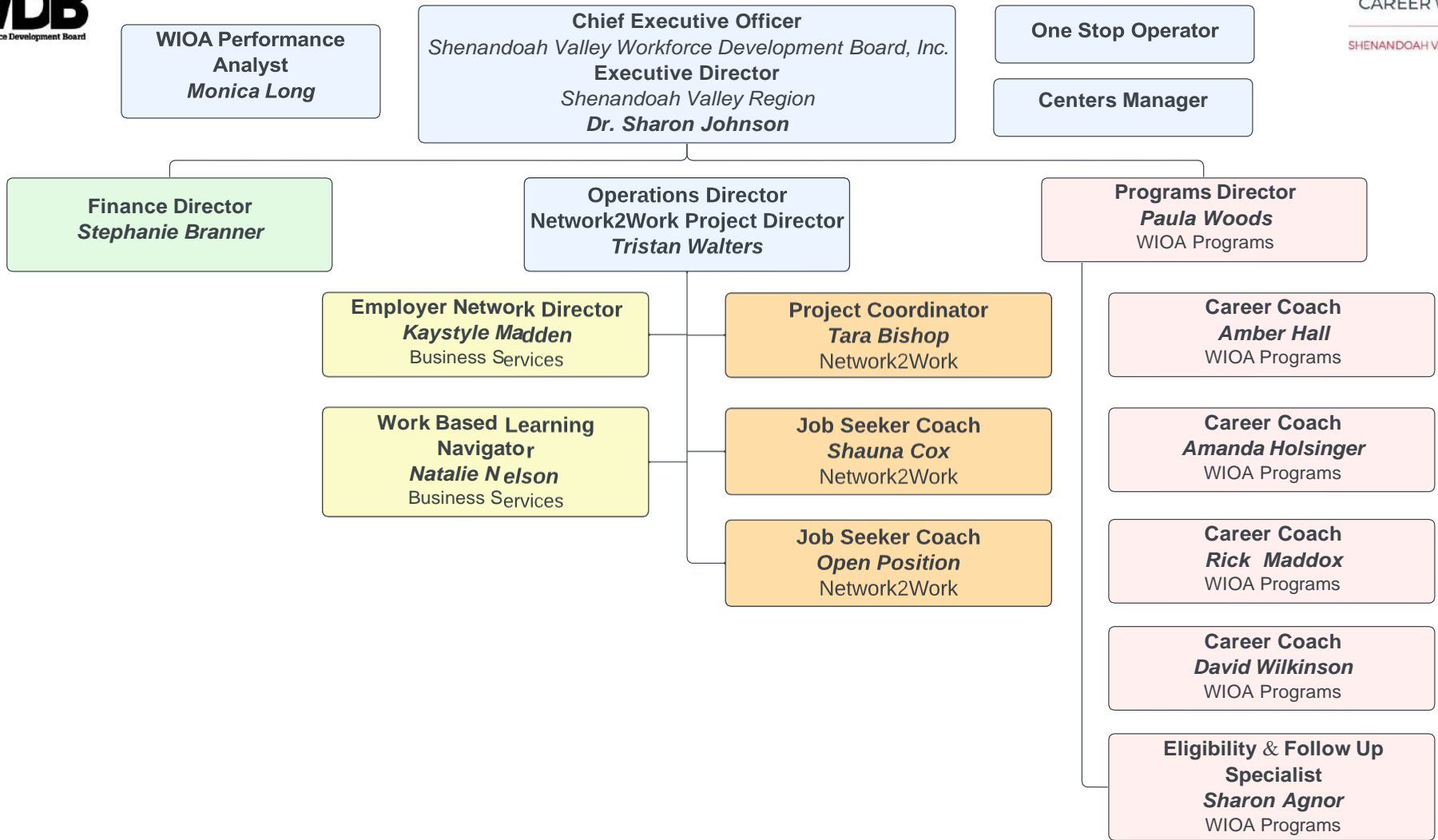
Attachment II**Shenandoah Valley Workforce Development Board, Inc. (SVWDB) – LWDA 4
Individualized and Follow-Up Career Services Waiver
Additional Programmatic Information****Programmatic:**

This program year, an interim program director was added for several months to perform the following workforce consulting duties:

- Ensure the new program design operates as envisioned and becomes saturated in the organization's culture and operations, including a focus on work-based learning opportunities (e.g., WEX, OJT, Apprenticeship, job shadowing).
- Create new strategies and approaches to ensure that grants obtained to fund program innovations are integrated into the core WIOA programming for co-enrollment, integrated service delivery, and the leveraging of resources.
- Continuously evaluate processes and tools and make recommendations on improvements for effectiveness, efficiency, quality service delivery, and customer satisfaction to improve performance.
- Increase Adult and Dislocated Worker enrollments.
- Improve performance and create operational strategies to ensure performance outcomes are met and exceeded, including:
 - Keeping customers engaged
 - Understanding the connection between program quality and ROI to performance metrics
 - Knowing when to exit
 - Documentation
 - Follow-up.
- Increase the skills and knowledge of program staff through coaching, technical support, and training.

Enhanced Processes and Additional Tools

In an effort to prevent job seekers from dropping out of training, participants continue to go through several in-depth assessments to determine if an OST is the appropriate next step. The Eligibility Specialist evaluates the participant during the initial assessment and application phase of the process. The Program Manager reviews the collected information, and the assigned Career Coach completes the CASAS, CareerScope, and Objective Assessment as their training eligibility assessment. To provide an extra level of awareness and assessment, participants will also be given the opportunity to participate in virtual career exploration through TransfrVR beginning in PY 2023.



Equal Opportunity Employer/Program
 Auxiliary aids and services are available upon request to individuals with disabilities: VA Relay
 Center: 711 or 800.828.1120 a proud partner of the American Job Center Network

**Shenandoah Valley
Workforce Development Board, Inc.**



Policy and Procedure

Title:	Conflict of Interest	Number:	OP 15-03
Effective Date:	November 19, 2015	Revised:	11/27/2023

Purpose

To provide guidance on maintaining the highest ethical standards for members of the Shenandoah Valley Workforce Development Board (SVWDB), its staff, sub-recipients, and any vendors funded under the Workforce Innovation and Opportunity Act (WIOA) and/or with any funds provided by the SVWDB.

References

1. Workforce Innovation and Opportunity Act (WIOA) of 2014, (Pub. L. 113-128)
2. WIOA Final Regulations, 20 CFR Part 678 and 679
3. Virginia Conflict of Interests Act, Va. Code § 2.2-3100
4. Virginia Board of Workforce Development Policy 200-02 Establishment and Membership of LWDBs
5. 2 CFR § 200.318(c)(1); 2 CFR § 200.112
6. USDOL ETA TEGL No. 35-10

Background

A Conflict of Interest Policy is required in order to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award or expenditure of such funds.

Grantees, sub-recipients, and vendors funded under the Workforce Innovation and Opportunity Act (WIOA), whether in whole or in part, must abide by the Workforce Innovation and Opportunity Act of 2014, the WIOA Guidance, all applicable Code of Federal Regulations (CFR), and any Commonwealth of Virginia WIOA policies regarding conflict of interest.

Policy

Conflict of interest, actual or perceived, will not be tolerated. Any duality of interest or actual or perceived conflict of interest on the part of any SVWDB Board members, staff, and vendors shall be disclosed to the Chair of SVWDB or the Chief Executive Officer and made a matter of record when the interest becomes a matter of Board action. A member must publicly declare that a possible conflict of interest exists before the agenda item in question is introduced. A member must disclose the nature of the conflict. The person chairing the meeting will then acknowledge the declaration. Members involved in an acknowledged conflict of interest must refrain from all discussion and abstain from all voting relative to the affected agenda item. The meeting minutes shall reflect that a disclosure was made and the abstention from voting and the discussion.

The conflict of interest policy shall be reviewed annually at a meeting of the Board to provide information and guidance to the members. Any new members of the Board shall be advised of the policy upon entering the duties of their office.

Definitions

“Conflict of Interest” refers to the conflict between the public obligation and the private interests of the persons or entities identified in the Purpose Section of this Policy.

“Member” refers to a member of SVWDB unless otherwise specified.

“Employee” refers to an employee of the SVWDB unless otherwise specified.

“Financial interest” includes possible disadvantages to a competitor of the business or nonprofit entity that the member represents.

“Gratuities, favors, and anything of monetary value” is defined as anything in excess of \$200 annually from any entity. In addition, no matter the value, acceptance is acceptable of an item that is equally offered to all attendees at a conference or an event because no one individual Board member will be unduly influenced.

Requirements

- 1.** No individual in a decision-making capacity shall engage in any activity, including participation in selecting, awarding, or administering a subgrant or contract supported by the organization’s funds if a conflict of interest (actual, implied, or apparent) would be involved.
- 2.** A Board member must neither cast a vote on nor participate in any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or a member of his immediate family. The U.S. Department of Labor’s Final Rule defines “participate in a decision-making capacity” as discussing an issue and influencing, or trying to influence, other SVWDB members or staff to take a position for or against an issue.
- 3.** A conflict of interest under paragraphs 1 and 2 would arise when:
 - An individual, i.e., employee, officer, or agent,
 - Any member of the individual’s immediate family (partners, spouse, children, or siblings),
 - The individual’s partner or
 - An organization that employs or is about to employ an individual (individual has received a job offer from the organization) who has financial or other interests, either through ownership or employment, and participates in the selection or award of funding for that organization or firm.
- 4.** Members of the Board will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements. The Board may set minimum rules where the gift is an unsolicited item of nominal intrinsic value.
- 5.** Neither membership on the Board nor the receipt of WIOA funds to provide training or other services shall be construed to violate the Act’s or Regulations’ conflict of interest provisions.
- 6.** Members shall not be financially interested in any contract they made in their official capacity or any contract created by the SVWDB. If a member has a remote interest in a contract, that member shall disclose such interest to the SVWDB Chair so that the interest can be noted in the official records; shall not influence or try to influence another member to enter into the contract or not enter into the contract; and shall not vote concerning whether the SVWDB should enter into the contract.
- 7.** Each employee will follow Virginia laws and regulations regarding financial disclosure and conflict of interest.
- 8.** Each vendor will follow Virginia laws and regulations regarding financial disclosure and conflict of interest.
- 9.** When the SVWDB Chief Executive Officer (CEO) determines that they should not make a governmental decision because s/he has a disqualifying interest in that decision, the SVWDB Chief Executive Officer shall disclose their determination and disqualifying interest in writing to the chairperson of the SVWDB in addition to following any state requirements.
- 10.** When an employee (other than the SVWDB CEO) or a consultant determines that they should not make a governmental decision because they have a disqualifying interest in that decision, that person shall disclose their determination and disqualifying interest in writing to the SVWDB CEO.
- 11.** If an employee is notified or becomes aware of a potential conflict of interest concerning a member, employee, or vendor, the employee will inform the SVWDB CEO. If the potential conflict involves an employee, the SVWDB CEO will dismiss the employee from all matters

related to the potential conflict. If the potential conflict involves a member, the CEO will consult with the chairperson of the SVWDB.

12. Any member who believes a conflict of interest exists concerning another member can declare so during the appropriate meeting. Suppose the issue is challenged or disputed by the affected member. In that case, the meeting chairperson will refer the matter to the organization's counsel for final determination, and the agenda item will be tabled pending a final opinion from counsel.
13. All instances of nonparticipation due to declared conflicts of interest shall be duly recorded in the minutes of the appropriate Board or committee meeting and shall serve as documentation of compliance with this policy. Instances in which a member has chosen not to be present at a meeting where a conflict of interest might arise shall likewise be recorded in the minutes.
14. An SVWDB member must not engage in any activity that constitutes a conflict of interest by the Commonwealth of Virginia.
15. All Board members must sign the Conflict of Interest Disclosure Form attached to this policy on an annual basis.

Scenarios

Board members are community leaders. Many are active in their communities in various capacities, including boards and committees. Being an active leader in multiple roles can create actual and apparent conflicts of interest. These can occur regularly through membership, employment, family, or business connections. Each Board member must recognize their conflict of interest, actual or apparent.

Two common scenarios are:

- A service provider member is also a voting member of a WDB. The next WDB meeting has on its agenda five training providers wanting to be on the certified training provider list to be discussed. Three of those training providers offer programs of the service provider. Therefore, this is an actual conflict. This voting member of the WDB must disclose the conflict, abstain from any discussion, **and abstain from voting** on these training providers.
- A community agency responds to the WDB's competitive process. One of the WDB members is connected to the agency through employment or Board involvement but not within the scope of the service being offered. If this is not an actual conflict, it certainly is an apparent conflict in which an agency the WDB member is affiliated with can benefit from the influence of this individual. The WDB member should disclose the conflict, abstain from discussion, **and abstain from voting**. If the conflict is not disclosed, the WDB's decision can be perceived by the community as misleading, raising how open and fair the process was.
- An example from an actual audit finding stated: *"The entity did not take any actions to separate functions, roles, or responsibilities of key staff involved in the management, award, and administration of all ETA funds; nor did it create and implement any internal controls to mitigate the 'real and apparent' conflicts."*

Revisions:

July 11, 2019

November 27, 2023

SHENANDOAH VALLEY WORKFORCE DEVELOPMENT BOARD

CONFLICT OF INTEREST DISCLOSURE

Board members owe a high fiduciary duty to the organization. No Board member shall engage in any activity violating the Board’s Conflict of Interest Policy as stated in this Policy #2018-25.

_____ (Initial) I have received and read a copy of the Conflict of Interest Policy (copy attached).

_____ (Initial) Since being appointed to the Board, neither I nor, to the best of my knowledge, any member of my immediate family has engaged in any of the conduct prohibited by the Conflict of Interest Policy.

OR

_____ (Initial) Since my appointment to the Board, neither I nor, to the best of my knowledge, any member of my immediate family has engaged in any of the conduct prohibited by the Conflict of Interest Policy, except as fully disclosed below:

Violations of the Conflict of Interest Policy may result in a request to the CLEO that the Board member be removed and that a new appointment be made.

I certify that my above responses are accurate to the best of my knowledge.

Print name: _____

Signature: _____

Date: _____



Internal Controls Transaction Cycle Walkthroughs Fiscal Year 2023

Disbursements:

Process for purchasing: All purchases are approved by someone other than the requestor. WIOA purchases are approved by the Finance Director, Operations Director, Program Manager, or the Chief Executive Officer prior to payment.

Process for disbursements: All original invoices are delivered to the General Accountant and stamped with the date received; regular reoccurring invoices are entered into the accounting system, those relating to direct to client expenditures (e.g. tuition invoices, supportive services, etc.) are delivered to the Program Manager and a copy is retained by the General Accountant.

The Program Manager reviews the invoice for correct information, ensuring that tuition invoices are not paid prior to the drop/add period, training vendors are on the Eligible Training Provider Listing, and that all invoices are accompanied by the appropriate backup. The Program Manager then signs the invoice denoting their approval, notes the appropriate funding stream, and delivers the original invoice and backup to the General Accountant for entry into the accounting system.

The General Accountant reviews all terms, dates, approvals, and amounts prior to entry into the accounting system. All new vendors are cross-referenced with the suspended and debarred listing at the time of setup within the accounting system to ensure that no payments are made to entities that are suspended or debarred.

Once all of the invoices for the payment period have been entered, the General Accountant prints off the payment vouchers, signs them as prepared and delivers them to the Finance Director for review. The Finance Director reviews all invoices for appropriate coding, proper approvals, reasonable amounts and dates, and proper allocation (where appropriate). All approved payment vouchers are delivered back to the General Accountant for printing of checks. Checks are printed on the 15th of the month or the prior Friday if the 15th falls on the weekend and the last day of the month or the prior Friday if the last day of the month falls on a weekend.

Checks are kept in a locked fireproof file cabinet only accessible to the Finance Director; for check printing, a batch of checks is signed out by the General Accountant and beginning and ending check numbers are verified with GMS for accuracy. All unused checks are returned to the file cabinet immediately after printing and signed back in. Additionally, the Finance Director verifies all check numbers with those signed out of the cabinet to ensure that none are misappropriated.

All printed checks are reviewed and signed by the Finance Director in conjunction with the already approved payment voucher to ensure all dates, amounts and payees match. Checks are then delivered with the approved voucher and the supporting documentation to the Chief Executive Officer or designated alternate. The Chief Executive Officer or designated alternate reviews the checks written and supporting documentation for reasonableness, validity, appropriate payees, dates, and funding streams prior to check signing.

Checks that are signed are then delivered to the General Accountant. The General Accountant reviews the completed/approved voucher packages to ensure all signatures/approvals are obtained and subsequently mails the checks or delivers directly to the vendor or employee.

Tracking Obligations: Career Coaches will submit requests to obligate funds to the Program Manager; upon receipt the Program Manager will review the request to ensure that amounts obligated are reasonable, the obligations in combination with any expenditures do not exceed policy caps, obligations reconcile to the substantiating documentation.

Upon receipt of all of the required documentation, the Program Manager will record the obligation within the obligation system and submit an approved copy of the obligation request to the Career Coaches.

The Program Manager coordinates with the Career Coaches at least monthly to review outstanding obligations and de-obligate any amounts that are deemed to be unnecessary. See the Obligation Policy within the Fiscal Policies and Procedures Manual for further discussion on obligations.

Monthly & Year-End Cut-off Procedures: Accruals are determined based upon examining invoices as received; those crossing periods or relating to a preceding or subsequent month/year are accrued to the correct period as appropriate.

GMS tracks payables as entered into the accounting system, batches are input based upon the period they relate to; once payment is made the payables are relieved.

Procedures to prevent duplicate payment: All invoices received via US Mail are opened contemporaneously by the General Accountant and the Finance Director; invoices received electronically are submitted to a separate email that is accessible by both employees.

All invoice numbers are entered into the accounting system as invoices are received for payment, the accounting system detects duplicate invoice numbers and an edit check must be performed prior to GMS accepting the entry.

Reoccurring invoices are tracked by both the General Accountant and Finance Director to ensure payment is made during the appropriate cycle; if an invoice was presented for payment outside of the normal payment cycle it would be flagged for follow-up to ensure duplicate payment is not made.

IT System:

The Shenandoah Valley Workforce Development Board uses the Grants Management System (GMS) accounting software package; the software was designed for usage by entities that are non-profits receiving grant & contract monies. The software was designed to track revenues, expenditures, and budgets by funding stream and restriction type. The software also processes and allocates costs based on the user's set up of the various cost pools. Individual modules utilized by the SVWDB are accounts payable, specialized cost allocation, budget preparation, payroll, cash receipts, general journal and specialized security levels for each user based upon their access rights.

GMS accumulates all shared costs, whether direct or indirect, on an annual basis coinciding with the fiscal period (07/01 – 06/30). Allocated costs are recorded to form a part of final costs by activity, and pools close at the end of the fiscal year. This mechanism allows the accounting system to develop actual rates (fringe and indirect) for the twelve-month period and will eliminate the circumstantial results created by the timing of incurred costs and project beginning and termination periods. As a result, all financial activity during the fiscal year will serve as the base for the sharing of fiscal year allocated costs.

Through the foregoing practice, the integrity of the system ensures that reimbursement will be no more or less than actual costs incurred. The very best the organization can do is to break even. Under this procedure, there is no possibility of generating excess revenue through the use of rates or other allocation procedures described herein.

GMS software is held on a cloud server located in an environment controlled, locked location that is backed up nightly.

GMS software requires a unique username and password for each user during login, each user has unique user rights defined and access to various modules within the software as determined and reviewed annually by the Finance Director and the Chief Executive Officer.

All printed financial reports are stored within the Finance Director's office, which is locked when not occupied. All electronic files maintained are stored on a cloud server that has user access controls, which are based upon the employee's individual rights as approved by the Finance Director and Chief Executive Officer. Files kept on the Finance Director's computer are automatically backed up to the cloud server.

Credit cards, blank checks, voided/defaced checks, employee files, and voucher packets are all kept within fireproof file cabinets that are only accessible to authorized employees.

Logical controls are in place to prevent unauthorized access: All computers within the office require unique user ids and passwords to logon and the building is locked during the evenings.

Receipts:

For WIOA funds, a cash payment schedule is completed subsequent to the bi-monthly check run to request funds from the VCCS to fund the subsequent check runs. All transactions and allocations are posted to the accounting system and preconfigured reports are run from GMS; these reports show the YTD expenditures for each major expenditure classifications for the funding streams (Adult, Dislocated Worker & Youth).

The reports are used in conjunction with the Cash Draw Down Worksheet to determine the amounts to request to fund the subsequent check runs. Projections of expenditures are made based upon known reoccurring expenditures and estimates of known non-reoccurring expenditures to be paid in the next check run. Year to date history of the allocation of expenditures per funding stream is used to allocate projected expenditures to the appropriate funding stream. Prior to completion of the subsequent month's cash draw down request, projected expenditures from the prior month are compared to actual expenditures to ensure projections remain accurate throughout the program year.

The program to date plus projected expenditures are used to complete the VCCS's Cash Payment Schedule; the schedule is completed using the aforementioned information to determine the

amount of cash requested. All of the reports are printed reviewed and signed prior to submittal to the VCCS.

The VCCS electronically deposits the cash requested to a bank account that is set up with the SVWDB. In order to change the approver on the Cash Payment or the bank account to which the VCCS will deposit into the VCCS must receive a request signed by the Chief Executive Officer of the SVWDB and an authorized representative of Page County.

Notification of deposit is sent via email to the Finance Director and Finance Email folder. Entry is made into the accounting software once it is verified that the payment has been received.

Bank Reconciliation Process: The bank statement is retrieved by the General Accountant online. During the preparation process all amounts, dates, and payees are verified between the bank statement and GMS. Any additional bank fees and interest charged/received are posted as appropriate. Once properly processed, the General Accountant dates and signs the reconciliation to denote their preparation.

Once the cash account has been reconciled, the reconciliation and the original bank statement is delivered to the Finance Director for a detailed review. A detailed review process is performed to ensure that all amounts, dates and payees reconciliation without exception. The Finance Director dates and signs the reconciliation to denote their review.

The reviewed reconciliation and bank statement are then given to the Chief Executive Officer for an additional review. The Chief Executive Officer reviews the uncleared transactions, the reconciliation and the original bank statement to ensure completeness and validity and signs as reviewed.

Payroll:

All SVWDB staff maintain and submit semi-monthly timesheets. The Staff Timesheet records daily hours by activity performed or by leave status. Activity or leave is recorded to the nearest half or whole hour. The Staff Timesheet is used to report and maintain a record of leave taken by staff and to report and record hours spend performing the various functions of the SVWDB.

Processing Procedure

- Timesheets are maintained daily by staff in order to properly classify work into correct funding streams. All staff have been trained in appropriate charges of administrative and program activity.
- Timesheets are summarized on a year to date basis in the GMS accounting system. Indirect charges in the timesheet are allocated into funding streams by percentage of each directly charged funding stream.
- All timesheet charges are entered into GMS on a semi-monthly basis, these hours drive the allocation of indirect charges as the indirect expenditures are allocated based upon salary and fringes charged to each program.
- All leave is indicated on the timesheet.
- Timesheets are submitted to Chief Executive Officer, Finance Director, Operations Director or Program Manager for approval. The Chief Executive Officer's timesheet

is submitted to Board Chairperson or in his/her absence to any executive board member.

- Timesheets are submitted to the Finance Department for entry into GMS by project charged to on timesheet.
- Staff reports actual time on the timesheet. Chief Executive Officer determines the allowability of inclement weather leave.
- Exempt and non-exempt FLSA status is detailed in the employee's job offer, and extended hours of work may result in over-time pay for non-exempt staff.

All staff is trained on how to complete a timesheet after they are hired and a guide sheet is updated and disseminated annually denoting what types of charges are considered administrative, program and indirect and the various types of leave, and how to use the timesheet form.

Payroll is submitted to an outsourced payroll provider, Bookkeeping and Management Systems (BKMS) twice a month. Payroll is direct deposited into employees' bank accounts on the 15th for time worked during the 1st – 15th day of each month. Payroll is direct deposited into employees' bank accounts on the last day of each month for time worked during the 16th – the last day of each month. If the 15th or last day of the month falls on a weekend or holiday, the employees are paid the prior non-holiday weekday.

The payroll is submitted to BKMS on a summary table detailing each employee's rate of pay and related pre-tax deductions (insurances and retirement contributions); the table is prepared by the General Accountant and submitted to the Finance Director and Chief Executive Officer for review prior to submitting to BKMS. The outsourced payroll provider calculates taxes and withholdings based on current rates and any applicable employee elections. Payment is made to all employees via an ACH transaction that is automatically deducted from the bank account. The outsourced payroll provider provides SVWDB with payroll reports which are reviewed by the Finance Director and entered into GMS by the General Accountant..

Financial and Administrative Monitoring Process of Subrecipients

1. Contractor vs. Subrecipient Determination:
 - a. Subrecipient:
 - i. Creates a Federal Assistance Relationship
 - ii. Determines who is eligible to receive what Federal Assistance
 - iii. Performance is measured in relation to whether program objectives are met
 - iv. Responsible for adherence to Federal Program Requirements
 - v. Uses funds to carry out a program for a public purpose
 - b. Contractor:
 - i. Purpose is to obtain goods and services
 - ii. Provides goods & services within normal business operations
 - iii. Provides many similar goods & services to many other purchasers
 - iv. Normally operates in a competitive environment
 - v. Provides goods & services that are ancillary to the operations of the Federal Program
 - vi. Not subject to compliance requirements

2. Annual Process of Subrecipients
 - a. Notify the entity of timing & what will be monitored
 - b. What to monitor
 - i. Eligibility Determination (done through Debbie's program monitoring)
 - ii. Allowability of Services
 - iii. Allowable costs - within the submitted budget
 - iv. Internal Management Systems
 - v. Procurement Policies
 - vi. Cost Allocation Plans (if applicable)
 - vii. Are reports submitted on time
 - viii. Cash management
 - c. Do a risk assessment of noncompliance to determine what type and timing of monitoring (Annually)
 - i. Identify multiple levels of risk (High/Moderate/Low) Review single audit (if applicable)
 - ii. Document any issues during the year with backup to reports, budget issues, issues with other pieces of the monitoring
 - iii. Document what is done by staff on a month to month basis (review backup of invoices for allowability of costs)
 - iv. Document any changes in staff, systems & operations (new personnel could equal risk)
 - v. Should measure: Magnitude of non-compliance & probability that non-compliance will occur - Drives the frequency of monitoring & depth of monitoring
 - vi. Questions to ask:
 1. How familiar are they with the program and applicable regulations
 2. What is the provider's history (with us & others)
 3. What type of policies and procedures do they have in place
 4. What other income do they have? Possible cash flow issues? Financial Stability? % of our grants vs total revenues
 5. Can they provide the financial and programmatic reports needed?
 6. Complexity of award requirements
 7. Single or multi-year award - does the risk build over the term of the contract
 8. Internal controls in place
 - ii. Prepare list of what will be needed
 - iii. Review Debarment List to ensure they are not on the list (this should also be done prior to awarding the original contract/MOU)
 - iv. Do the monitoring -> On-Site Field Reviews and/or Desk Reviews (depends on level of risk)
 - v. Provide formal report of findings and any test work performed
 1. Provide any actions that the subrecipient needs to do to address findings (corrective action plan)
 2. Subrecipient should respond to the corrective action plan
 3. Issue a Management Decision Letter
 - a. Must state whether or not the monitoring finding is sustained (after the draft report is presented & a corrective action plan is received back)
 - b. Must state expected action - repayment of disallowed costs, financial adjustment or other action & timeframe for actions
 - c. Should describe any appeal process allowed

3. Unallowable Activities under WIOA

- a. Construction, purchase of facilities or buildings, or other capital expenditures for improvements to land or buildings except with the prior approval of the Secretary of Labor.
- b. Public service employment, except to provide disaster relief employment, as specifically authorized in Section 194(10), WIOA (128 Stat.1606).
- c. Encouraging or inducing the relocation of a business or part of a business from any location in the United States if the relocation results in any employee losing his or her job at the original location (Section 181(d)(1)), WIOA, 128 Stat. 1588). Employment-generating activities, economic development activities, investment in revolving loan funds, capitalization of businesses, investment in contract bidding resource centers, and similar activities not directly related to training for eligible individuals, with the exception of employer outreach and job development activities, which are considered directly related to training for eligible individuals (Section 181(e), WIOA, 128 Stat. 1588).
- d. Providing customized training, skill training, or on-the-job training or company-specific assessments of job applicants or employees of a business or a part of a business that has relocated from any location in the United States, until the company has operated at that location for 120 days, if the relocation resulted in any employee losing his or her job at the original location (Section 181(d)(2), WIOA, 128 Stat. 1588).
- e. Foreign travel [WIOA Section 181(e)]. All travel must also comply with Fly America Act (49 U.S.C. 40118), which states in part that any air transportation, regardless of price, must be performed by, or under a code-sharing arrangement with, a US Flag air carrier if service provided by such carrier is available.
- f. Goods mined, produced, manufactured, or harvested or services rendered, in whole or in part, by forced or indentured child labor in industries and host countries identified by the DOL prior to December 18, 2015. DOL has identified these goods and services here: <http://www.dol.gov/ilab/reports/child-labor/list-of-products/index-country.htm>.
- g. Political activities [WIOA Section 195(6)].
- h. Funds provided to the Association of Community Organizations for Reform Now (ACORN), or any of its affiliates, subsidiaries, allied organizations, or successors.
- i. Duplication of facilities/services available in the area [WIOA Section 195(2)].
- j. The employment or training of participants in sectarian activities. Participants shall not be employed in the construction, operation, or maintenance of a facility that is or will be used for sectarian instruction or as a place for religious worship. However, WIOA funds may be used for the maintenance of a facility that is not primarily or inherently devoted to sectarian instruction or religious worship if the organization operating the facility is part of a program or activity providing services to WIOA participants (Section 188(a)(3), WIOA, 128 Stat. 1598).
- k. Charging participants a fee for placement or referral into a training or other WIOA funded program [WIOA Section 195(5)].
- l. Paying the wages of incumbent employees during their participation in economic development activities provided through a Statewide workforce investment system (Section 181(b)(1), WIOA, 128 Stat. 1586).
- m. Displacement of employees by any WIOA participants [WIOA Section 181(b)(2) and (3)].
- n. The promotion or deterrence of union organizing [WIOA Section 181(b)(7)].
- o. Purchase or building/capital improvements, except to meet obligations for access and accommodation under Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990, as amended;

- p. All those unallowable activities in 2 CFR Part 200 et al, (including all prior approval requirements) including, but not limited to:
- i. Advertising and public relations not related to participant and employer outreach
 - ii. Alcoholic Beverages;
 - iii. Bad Debts;
 - iv. Capital expenditures for general purpose equipment, buildings, and land;
 - v. Capital expenditures for improvements to land, buildings, or equipment which materially increase their value or useful life;
 - vi. Consultant fees in excess of the rate of pay located at 5 CFR 304.104 with the calculation for a maximum amount located at 5 CFR 304.105;
 - vii. Contingency Provisions;
 - viii. Costs of legal, accounting, and consultant services, and related costs, incurred in connection with patent infringement litigation;
 - ix. Costs of prosecution of claims against the Federal Government, including appeals of final Federal agency decisions;
 - x. Costs resulting from non-Federal entity violations of, alleged violations of, or failure to comply with, Federal, state, tribal, local or foreign laws and regulations;
 - xi. Donations and contributions including cash, property, and services; additionally, costs of organized fundraising, including financial campaigns, endowment drives, solicitations of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions;
 - xii. Entertainment Costs, including amusement, diversion, and social activities and any costs directly associated with such costs (such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities);
 - xiii. Fines and Penalties;
 - xiv. Fundraising and Investment Management Costs;
 - xv. Goods or Services for Personal Use;
 - xvi. Housing and Personal Living Expenses;
 - xvii. Idle Facilities Costs;
 - xviii. Interest attributable to a fully depreciated asset;
 - xix. Interest on borrowed capital, temporary use of endowment funds, or the use of the non-Federal entity's own funds;
 - xx. Lobbying Costs;
 - xxi. Losses on Other Awards or Contracts;
 - xxii. Memberships, Subscriptions and Professional Activity Costs for Social Organizations or Lobbying Organization;
 - xxiii. Organization Costs;
 - xxiv. Payment of Late fees;
 - xxv. Selling and Marketing Costs, the only allowable advertising type of costs are those which are solely for recruitment of personnel, the procurement of goods and services, or the disposal of scrap and surplus materials, and program outreach and other specific purposes necessary to meet the requirements of the federal award;
 - xxvi. Rental expense for the use of a home office; and,
 - xxvii. Non-coach travel except when such accommodations would require circuitous routing; require travel during unreasonable hours; excessively prolong travel; result in additional costs that would offset the transportation savings, or offer accommodations not reasonably adequate for the traveler's medical needs. Exceptions must be documented and approved by the Board Chief Executive Officer prior to making the travel arrangements.

Cost Allocation Methodologies

A cost is allocable to a particular Federal award or other cost objective if the goods or services involved are chargeable or assignable to that Federal award or cost objective in accordance with relative benefits received. If a cost benefits two or more projects or activities in proportions that can be determined without undue effort or cost, the cost should be allocated to the projects based on the proportional benefit. If a cost benefits two or more projects or activities in proportions that cannot be determined because of the interrelationship of the work involved, then, the costs may be allocated or transferred to benefitted projects on a reasonable documented basis.

Types of Allocation Methodologies that may be used:

1. Indirect Costs – Expenditures may be charged as an indirect expenditure for those costs that are not specifically allocable to one program or grant, but rather support the organization as a whole. See the Indirect Cost Policy Statement Attachment for detail of how indirect expenditures may be charged. All expenditures charged to the indirect cost pool must be in compliance with the approved indirect cost rate plan.
2. Allocation of Expenditures using Timesheets – Expenditures benefiting more than one grant, but not all grants may be allocated based upon timesheets (e.g. supplies for program staff that work on two grants but not all grants); the expenditures must directly benefit those grants to which they are charged. There must be a direct linkage between the timesheet used for the allocation and the benefiting grant; example: program staff A works 40% on Grant 1 and 60% on Grant 2 in July, program staff A purchases a notebook in July that will be used for both grants, although it is not known the exact benefit, it is appropriate to charge the expenditure 40% to Grant 1 and 60% to Grant 2.
3. Allocation of Expenditures using Participant Count – Expenditures benefiting the WIOA programs, but not specifically identifiable as benefiting one program alone, may be allocated based upon year to date participants enrolled.

SVWDB Executive Committee Member Information Sheet

Meeting Requirements and Time Commitment

- Four in-person meetings per year following the Board meeting.
- Meetings are 12:15 to 2:00 and lunch is provided.
- Location is usually the same as the Board meeting location.
- If an Executive Committee member cannot attend, an alternate can be sent. The alternate counts toward the quorum and can vote on behalf of the member.
- Virtual meetings may be scheduled to relay important information that cannot be emailed or cannot wait until the next scheduled in-person meeting. Called meetings are seldom necessary.

Current Membership

The Executive Committee is comprised of both private and public sector members, with the desire to have a majority private sector members.

Private Sector Members (5)	Business
Randy Doyle (Chair)	Holtzman Corporation
Yolanda Shields (Co-Vice-Chair)	YESBuilds
Liz Savage (Co-Vice-Chair)	Valley Health System
Jo Lee Loveland Link (Co-Treasurer)	Volvox, Inc.
Jeff Stapel (Emeritus Chair)	
Public Sector Members (5)	Organization
Katy Parrish (Co-Treasurer)	Waynesboro Public School System (WIOA Title II Adult Education)
John Downey	Blue Ridge Community College
Jeanian Clark	Laurel Ridge Community College
Jay Langston	Shenandoah Valley Partnership
Chris Hurley	Virginia Works (WIOA Title III Wagner Peyser)

Member Nomination Bylaw Requirements

Section 1. Executive Committee (Bylaws, p. 7)

Section 1.1 Membership

There will be an Executive Committee which shall consist of the Chairperson, Vice-Chairperson, the Secretary-Treasurer, the Chairpersons from standing committees and at-large members nominated by the Officers. Additional members may be nominated from the floor. At minimum, membership of the at-large members may consist of one member from the local community colleges, one member from economic development, and the other members at-large from equal geographic dispersions from the private sector or core workforce partner entities.

Member Nomination Considerations

- Currently serving on the Board of Directors
- Private Sector members should be in the majority membership. Only private sector members can be Chair and Vice-Chair.

- Nominee frequently attends Board meeting and is involved in other SVWDB or community related activities or initiatives.
- Nominee is highly thought of and respected in the community/region.
- Considerations should be given to service region geographic representation.

Member Nomination and Voting Process

The voting process goes beyond what the bylaws require and is fully transparent at all levels.

- Identify EC member nominees. Nominations made jointly by the Officers and current Executive Committee members.
- Assess interest of nominated individuals. Communication by the SVWDB CEO.
- Based on interest, a slate of nominees is developed and added to the Board agenda for the next Board meeting.
- On behalf of the Board Officers, the Chair brings the approved slate of EC nominees to the floor of the Board meeting for additional nominations from the floor. New nominations may be added to the list.
- Board voice vote is taken to affirm the selection of EC nominees to the Committee.



Executive Committee Role

Boards of directors accomplish their goals through the work and dedication of committees. The SVWDB executive committee is comprised of the Chair, Co-Vice-Chairs, Co-Treasurers; standing committee chairs, and at-large members nominated by the officers. At minimum, membership of the at-large members may consist of one member from the community college, one member from economic development, and at-large members from equal geographic dispersions from both the private sector and core workforce partner entities.

Key tasks of the executive committee include acting as a collaboration center, forum for conversation, panel for vetting strategic plans, and as a critical decision making entity. The executive committee should act as a think-tank to discuss new strategies, raise difficult discussions, make decisions awaiting resolution, and function as an open forum for members to discuss and plan.

Members of the committee should be an expert in their area to provide input to address job seeker and business workforce needs in order to design, implement, manage, and sustain a regional workforce system. Executive committee members should respect the opinions of fellow members, allow for respectful discussion, and have time on the agenda for the opportunity to voice ideas, suggestions, and concerns.

SVWDB Executive Committee Role

1. **Act on behalf of the full board.** The bylaws give the executive committee the power and authority to act and make decisions on behalf of the full board.
2. **Serve in an advisory capacity to the board and the chief executive officer.** Works closely with the chief executive officer, advises him or her on important matters. In some instances, the executive committee serves as a liaison between the chief executive officer and the board.
3. **Act as a steering committee for the board.** Provide direction for the board, steering them toward the most important issues, and helping to prioritize board activities. Officers work with the chief executive officer to develop and prioritize meeting agendas.
4. **Responsible for strategic planning.** Responsible for conducting strategic planning initiatives and the development of the strategic plan, which leads to the development of the WIOA local plan. Works to establish strategic priorities and goals. Helps to evaluate progress toward strategic goals and initiatives.
5. **Provide oversight for the organization.** Executive committees are responsible for **overseeing operational board policies** and ensuring good governance practices.
6. **Establish and sunset committees.** Responsible for the establish of committees, commissions, and task forces and for ensuring that board members are appointed or volunteer to serve on committees. Responsible for ensuring that task forces and committees are necessary and productive.
7. **Hire the chief executive officer and set the compensation package.** Responsible for recruiting, nominating, and hiring the chief executive officer. Board Officers set executive compensation levels. The committee reports to the board on their activities in connection with executive appointments.
8. **Address high-level workplace issues that are serious in nature.** If serious issues escalate beyond the normal chain of command, the executive committee hears the matter first and makes the decision about the next best steps.
9. **Take the lead on board member education and development.** Ensures effective leadership in governance practices. Takes the lead on ensuring that board members learn about their responsibilities. Takes responsibility for following through with board self-evaluations.

SVWDB
Board Member Interviews
Summary Of Board Member Comments

Here are points from my interviews from December 2023 to February 2024 with SVWDB Board members for the purpose of better understanding, as the Chair, the priorities and opportunities of the SVWDB organization.

Board members interviewed included 1) Jeff Stapel, 2) Yolanda Shields, 3) John Downey, 4) Hobey Bauhan, 5) Jeanian Clark, 6) Liz Savage, 7) Jo Lee Loveland Link, and 8) Jay Langston.

All said that Workforce is the #1 economic development and standard of living issue in the Valley.

Concerns about the Workforce System

1. Private Sector – more engagement and leadership needed; lack of awareness of programs and resources available to them, especially true for small businesses.
2. WIOA – its bureaucracy a barrier and its model need to be adapted to today's workforce challenges; future funding a concern.
3. The workforce system is complex with its parts nuanced by its many agencies and organizations each having distinct mission, limitations, funding, and reporting responsibilities.
4. Challenged to get workforce money where its needed.
5. More attention is needed to link K-12 with employer requirements.
6. SVWB is challenged to serve its vast geographic footprint, especially in the northern region. Lots of turnover in Winchester.
7. Disconnect between education curriculum and the needs of the workplace. Can we do more to produce work-ready students?
8. Need for more relevant metric driven workforce strategy and performance measures.
9. Apprenticeships, ITAs, and internship programs are critical but their many parts make it difficult to coordinate as a whole.
10. Need for more innovation partnerships especially in technology.
11. Need to identify and measure the more acute workforce shortages of the future; create a plan to address.
12. Have we figured out how to work with the growing non-traditional less than 40 hour/week workers?

Commonly Held Opinions about the SVWB

1. Very high respect and confidence in Sharon.
2. Innovation and collaboration in the Valley are distinctly strong.
3. Enthusiasm about the potential of N2W.

Solution

1. Comprehensive planning session
 - a. Define shared objectives.
 - b. Create VIN diagram that exposes gaps and overlaps.
 - c. Create plan that with structure needed to implement meaningful change.
2. Sharon as SVWB CEO serves as the Convener/Chief Collaborator.
3. Be aware of the challenge with this effort as creating a collaborative effort involving lots of stake holders is complex. Expect lots of leadership, time, cooperation, and effort.