



*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, July 20, 2023, 10:00 a.m. – 12:00 p.m.**  
**Harrisonburg City Hall, Council Chambers, 409 South Main Street, Harrisonburg, VA**

**Call to Order**

- Roll Call (Board and Consortium)
- Quorum Status (Board and Consortium)

Jeff Stapel  
Sharon Johnson

**Consent Agenda**

- Board and Consortium Minutes April 20, 2023 (**Board and Consortium Vote**)
- Board and Consortium Minutes January 19, 2023 (**Consortium Vote**)
- Budget Comparison Report May 2023
- Business Services Report
- Program Waiver Career and Follow Up Services Approved Letter

Jeff Stapel

**Program Operations**

- Decision Brief: Budget Development PY 2023 (**Vote Required**)
- Decision Brief: Eligible Training Provider List (**Vote Required**)
- Workforce Center Volunteer
- One Stop Operator Annual Report

Jeff Stapel  
Evan Robertson  
Sharon Johnson  
Lori Strumpf

**Workforce Initiatives and Strategic Discussion**

- Network to Work (N2W) Implementation Progress
- N2W Staff Introductions
- Quality Jobs Strategic Discussion
- Virginia Department of Workforce Development and Advancement (VDWDA) Update

Jeff Stapel  
Tristan Walters  
Sharon Johnson

**Other Business**

Jeff Stapel

**Public Input** (Rules and Guidelines attached)

Jeff Stapel

**Adjournment**

Jeff Stapel

**Next Meeting of the SVWDB Board of Directors and Elected Officials Consortium**  
**Thursday, October 19, 2023, 10:00 a.m. – 12:00 p.m., Harrisonburg City Hall**

## **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**

*a proud partner of the American Job Center Network*

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**  
**Thursday, April 20, 2023, 10:00 a.m. – 12:00 p.m.**  
**Harrisonburg City Hall, Meeting Room 12, 409 South Main Street, Harrisonburg, VA**

**Call to Order:** Chair Jeff Stapel called the meeting to order at 10:00AM. Tristan Walters called the Roll Call for the Board of Directors and CEO Consortium. There was a quorum of the Board of Directors, but not for the CEO Consortium. *See attachment 4.20.2023 Roll Call.*

**Introduction of New Board Members:** After the Roll Call, Sharon Johnson introduced new Board Members; Liz Fuchs from Farmer Focus, Debby Hopkins with Appteon, Christopher Hurley with the Virginia Employment Commission and Meredith Mathis with Mohawk.

**Guests Present:** Paula Woods, America Maina, Zaria Moore, Rick Maddox, Melissa Alcantara, Hobey Bauhan (Virginia Board for Workforce Development Member), Stephanie Branner, Evan Robertson, Kevin Ratliff, Kaystyle Madden, Lori Strumpf, Kevin Coffman, Ridge Schuyler (Network to Work, PVCC)

**Consent Agenda –** The consent agenda presented to Board and Consortium members prior to the meeting included the topics listed below.

- Board and Consortium Minutes January 19, 2023
- Summary Budget Comparison Report
- Decision Brief: Transfer of WIOA Program Funds
- Decision Brief: Tax Return (Form 990)
- One Stop Systems Operator Report
- Decision Brief: Youth Work Experience Policy
- Decision Brief: EEO and Nondiscrimination Policy
- Business Services Report

There were no additional questions or discussion and the motion passed unanimously.

**Network2Work (N2W) Background and Presentation –** The SVWDB has been working with Ridge Schuyler since July of 2019. The partnership first began as an initiative that would be incorporated into WIOA Title I and scaled for the state of Virginia. Not being successful in integrating, the SVWDB is now working to complement and expand the work of WIOA instead of integration into WIOA. Ridge Schuyler presented the program background, implementation to date, and outcomes and how it can be leveraged with other programs such as WIOA. N2W is an intentional process designed to assist in the longstanding issue of connecting low/no income people to jobs (currently there are 333,000 unfilled jobs in Virginia). Network2Work started in Charlottesville at the local Chamber of Commerce with a focus on employers. It is built on a 3-step framework:

*Step 1 - Talk to Employers and serve them through the Employer Network.*

*Step 2 - Identify low wealth families through the Job Seeker Network.*

*Step 3 - Remove obstacles and support the whole person through the Provide Network.*

The SVWDB received \$1M in state funding to staff the project, support the application and provide supportive services to help fill the provider gaps. Chair Jeff Stapel explained that partnering with Network2Work is a strategic move on behalf of the Board. This is a way to address labor force

participation by connecting with low and no wage job seekers. The SVWDB is the only Workforce Board in Virginia working as the lead organization to implement Network2Work.

**Officer Elections (Board vote required)** – Chair Jeff Stapel presented the slate of officers; Jeff Stapel as Chair; Randy Doyle and Yolanda Shields as Co-Vice Chairs, and Jo Lee Loveland Link and Katie Parrish as Co-Treasurer. Jeff will serve as Chair until the end of the year (December), and work with Co-Chairs. The officers will revisit the change of Chair responsibilities at the end of Chair Stapel’s term and determine appropriate next steps for the transition of officers. John Downey made the motion to approve the slate as presented, seconded by Chris Pope. There was no additional discussion and the motion passed unanimously.

**Committee Structure:** Prior to the pandemic, the Board had both a Finance and Executive Committee. During the pandemic, the committees were combined. The Board would like to move to an Executive Committee, Finance Committee, and an Operations Committee. The Operations Committee would serve as WIOA oversight. They would meet and discuss program and workforce center operations, ask probing questions, and make recommendation to the Board. The SVWDB will be adding additional committees overtime but these three are basic and needed.

**Strategic Meeting Format Discussion:** Sharon Johnson posed the question to the Board; “How can we make the meetings as strategic and valuable to board members as possible?” She is currently taking feedback from all Board Members and will be moving forward with suggestions and changes.

**Adjournment:** The meeting adjourned at 11:45PM. There was no public input.

Respectfully submitted,  
Tristan Walters

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SVWDB Chief Elected Officials Roll Call			
<b>Meeting Date: 4/20/2023</b>			
Chief Elected Official	Present	Position	Locality
Rebekah Castle		Alternate	Augusta
Timothy Fitzgerald		Alternate	Augusta
Pam Carter		Official	Augusta
Ashton Harrison		Alternate	Bath
Roy Burns		Official	Bath
Kristina Ramsey	x	Alternate	Buena Vista
Jay Sudder		Alternate	Buena Vista
William Fitzgerald		Official	Buena Vista
Cathy Seal		Alternate	Clarke
Bev McKay		Alternate	Clarke
David Weiss		Alternate	Clarke
Charles DeHaven, Jr.		Official	Frederick
Jay Tibbs		Alternate	Frederick
Mike Bollhoefer			Frederick
Brian Shull	x	Alternate	Harrisonburg
Monica Robertson		Official	Harrisonburg
Roberta Lambert		Alternate	Highland
Harry Sponaugle		Official	Highland
Frank Friedman		Official	Lexington
Jim Halasz		Alternate	Lexington
Keith Weakley		Official	Page
Nina Fox		Alternate	Page
Amity Mohler			Page
Brandy Flint	x	Alternate	Rockbridge
Spencer Suter			Rockbridge
David McDaniel		Official	Rockbridge
Dewey L. Ritchie		Official	Rockingham
Joshua Gooden		Alternate	Rockingham
Stephen King			Rockingham
Jenna French	x	Alternate	Shenandoah
Evan Vass			Shenandoah
Andrea Oaks		Official	Staunton
Billy Vaughn		Alternate	Staunton
Leslie Beauregard			Staunton
Ed Daley		contact pending	Warren
Bobby Henderson		Official	Waynesboro
Greg Hitchin	x	Alternate	Waynesboro
Michael Hamp III			Waynesboro
John David Smith, Jr.		Official	Winchester
Dan Hoffman			Winchester
Shawn Hershberger			Winchester
Jeff Stapel	x	SVWDB	Chair
<b>Need quorum of the localities present.</b>			

SVWDB Board of Directors Roll Call			
Meeting Date: 4/20/2023			
Present	Absent	Name	Public/Private
	x	Benjamin Craig	Private
	x	Carolyn Clark	Private
	x	Christine Patrick	Private
x		Cindy Bolan	Private
	x	Corey Berkstresser	Private
	x	Cory Sheridan	Private
x		Debby Hopkins	Private
x		Elizabeth (Liz) Fuchs	Private
x		Elizabeth Savage	Private
x		Jeff Stapel	Private
x		Jo Lee Loveland - Link	Private
	x	Mary Staubus	Private
	x	Meredith Mathis	Private
x		Michael Crider	Private
x		Randy Doyle	Private
	x	Steve Burnette	Private
	x	Victoria Zabala	Private
x		Yolanda Shields	Private
		18 Private/Quorum 9	
	x	Celest Williams	Public
x		Chris Hurley	Public
x		Courtney Thompson	Public
x		Gary Keener	Public
	x	Jason Miller	Public
x		Nathan Garrison <i>for Jay Langston</i>	Public
x		Jeanian Clark	Public
	x	John Albert	Public
x		John Downey	Public
x		John Jackson	Public
x		Sarah MacDonald <i>for Kai Degner</i>	Public
x		Katy Parrish	Public
x		Sandy Rinker <i>for Kevin Hutton</i>	Public
x		Lorne Seay	Public
	x	Patrick Barker	Public
x		Robert Huch	Public
x		Sharon Baroncelli	Public
x		Sharon Hetland	Public
		18 Public/Quorum 9	



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**Board of Directors and Chief Elected Officials Consortium Meeting**  
**Thursday, January 19, 2023, 10:00 a.m. – 12:00 p.m.**  
**Harrisonburg City Hall, Meeting Room 12, 409 South Main Street, Harrisonburg, VA**

**Call to Order:** Chair Jeff Stapel called the Board of Directors and Chief Elected Officials Consortium Meeting to order at 10:00AM.

**Roll Call and Quorum Status:** Tristan Walters conducted the roll call for both the Board and Consortium. There was not a quorum present for either.

**Staff Present:** Sharon Johnson, Tristan Walters, Evan Robertson, Monica Long, Stephanie Branner, Paula Woods, Kaystyle Madden

**Guests Present:** Kevin Coffman, Lori Strumpf, Christopher Hurley, Jacque Hale

**Approval of Minutes:** Due to no quorum present, the minutes could not be approved.

**Executive Committee Report:** The Executive Committee has decided to prolong the transition to a two-board structure and determine if it is necessary to accomplish the goals of the SVWDB. The Committee had to take into consideration that the Board is completely running the programs, as well as implementing other grant initiatives. We are going in the right direction but need to continue to dedicate time to current, committed projects. Moving to a two-board structure was taking valuable time away from other priorities and it is within the Board's control to delay the two-board structure initiative. We are also preparing for a statewide Workforce System Reorganization, which will impact the local workforce development boards in Virginia.

**Workforce System Reorganization:** The General Assembly and Governor Youngkin passed a bill that will transform and reorganize the structure of Virginia's workforce system. Jeff Stapel presented the reorganization Power Point released by the state to the SVWDB. In that release, Network2Work is prioritized in the Workforce Initiatives listed by the state. Sharon Johnson discussed where the Workforce Development Board and other programs fall within the organization chart, and explained how the SVWDB will work with the new programs and agencies.

Board Member John Downey asked what the changes for VEC and DARS look like. DARS will remain the same, and the VEC in name will cease to exist but the WIOA programs will continue. The expertise of the individuals who administer the programs will move into the next iteration of the organization, except for Unemployment Insurance.

Board Member Randy Doyle asked if the groups affected by the change will come back together to discuss processes. The partners will continue to work through the inevitable challenges that will occur due to major changes in workforce system structure and culture.

**Finance Committee:** Finance Director Evan Robertson presented the November 2022 Budget Comparison. WIOA spending is going well, and we are continuing to work through solutions to spend Youth funding.

**Financial Leadership Series:** Workforce Consultant Lori Strumpf with Strumpf Associates presented the next installment of the Financial Leadership Series: Organization Operations and Financing Impacts.

**WIOA Operations:** Sharon Johnson presented the modifications to the Local Plan. Public Input was collected over the course of two weeks, during which time the plan received one comment. The comment was a naming correction that has been noted.

One Stop Operator Lori Strumpf presented the One Stop Systems Operator Report. Tristan Walters provided an update for the Harrisonburg Center; the center is open to the public and staff are on-site and serving customers although the HVAC system has not been fully repaired. Christopher Hurley provided an update for the Fishersville Center; the center is still closed to the public for repair and renovation from the pipe burst in December. VEC staff are continuing to serve customers virtually and in person at the Fishersville DARS location. Kaystyle Madden presented the Business Services report to the board.

**Program Waivers:** The Program Waivers for year 2023 – 2024 are due March 31. This is before the next Board and Consortium Meeting, so there will need to be a called meeting to discuss both waivers so they can be submitted by the due date.

**Organizational Divisions Chart:** Sharon Johnson provided an update regarding recent changes within the organization. She announced that Tristan Walters is the Operations Director and that we have recently hired two Career Coaches in the Fishersville area. She also discussed the open position affiliated with the Apprenticeship Building America (ABA) grant that will focus on work based learning, and the open Network2Work roles. There is also an open position at the Winchester Center that will continue to be posted while we receive applications. Monica Long is now serving as the WIOA Performance Analyst to lead WIOA compliance and regulatory initiatives.

**An Employers Perspective:** Randy Doyle presented a best practice led by Holtzman Oil in collaboration with Triplett Tech focused on Youth Registered Apprenticeship.

**Adjournment:** The meeting adjourned at 12:00PM

Respectfully submitted,  
Tristan Walters

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**Shenandoah Valley Workforce Development Board, Inc.**  
**Summary Budget Comparison**  
**For the 11 Months Ended May 31, 2023**

	<b>Budget</b>	<b>Actual</b>	<b>\$ Variance</b>	<b>% Variance</b>
<b>Revenue</b>				
Workforce Innovation and Opportunity Act	1,657,071.02	1,702,492.73	45,421.71	3%
AJC Security Grant	77,249.68	100,419.98	23,170.30	30%
Apprenticeship Building America Grant	66,319.20	2,622.00	(63,697.20)	-96%
CAREER NDWG Grant	-	12,528.73	12,528.73	0%
Network 2 Work Grant	250,000.00	-	(250,000.00)	-100%
Workforce Innovation Grant	82,250.00	45,665.28	(36,584.72)	-44%
<b>Total Revenues</b>	<b>2,132,889.90</b>	<b>1,863,728.72</b>	<b>(269,161.18)</b>	<b>-13%</b>
<b>Expenses</b>				
Personnel Expenses	1,113,675.79	895,943.60	217,732.19	20%
Operating Expenses	462,464.11	341,392.93	121,071.18	26%
Direct Client Services	556,750.00	395,658.42	161,091.58	29%
<b>Total Expenses</b>	<b>2,132,889.90</b>	<b>1,632,994.95</b>	<b>499,894.95</b>	<b>23%</b>

**Notes:**

WIOA Budgeted Revenue - \$1,800,000.

AJC Security Grant Budgeted Revenue - \$77,000.

ABA Grant Budgeted Revenue - \$74,000.

CAREER NDWG Grant Budgeted Revenue - \$0.

N2W Budgeted Revenue - \$292,000.

WIG Grant Budgeted Revenue - \$94,000.

Personnel Budgeted Expenses - \$1,228,000. Budgeted for 12 employees as of May & we have 16 on staff as of 5/31/23.

Operating Budgeted Expenses - \$590,000. Primarily costs to operate 3 Workforce Centers & to support WIOA staff.

Direct Client Service Budgeted Expenses - \$613,000. This includes Tuition, WEX, OJT, & Supportive Services.



# Business Services Quarter 4 Wrap Up

## By the Numbers

**Wagner Peyser Services** (Job Matching, General Employer Support, Job Posting) ~ 1,085 Employers // 9,609 Services

**JobStarter** ~ 1 Cohort, 8 Employers // 15 Job Seekers Enrolled

**Skills Builder** ~ 1 Cohort, Friendship Industries/Able Solutions // 5 Job Seekers Enrolled

## Recruiting

**10 Spotlight Employer Events** (1 Employer Each)  
**3 Winchester Hiring Events**  
(22 Employers Total)

## Business Solutions Team

**Facility Tours:** Montebello Packaging, Virginia Rural Water Association

**Employer Presentations:** Grafton Integrated Health, Cornet FPS, The Branch Group, Virginia Commercial Repair Solutions, RSW Regional Jail

## Looking Ahead - What Makes a Quality Job

- Benefits
- Diversity, Equity, Inclusion, and Accessibility
- Empowerment and Representation
- Pay
- Job Security & Working Conditions
- Organizational Culture
- Recruitment and Hiring
- Skills and Career Advancement



Kaystyle Madden  
Employer Director  
kmadden@vcwvalley.com  
(540) 433-4864 ext. 114



June 16, 2023

Dr. Sharon Johnson, Executive Director  
Shenandoah Valley Workforce Development Board, Inc.  
PO Box 869  
Harrisonburg, Virginia 22803

Dear Dr. Johnson,

This letter is in response to the Shenandoah Valley Workforce Development Board's (SVWDB) request for approval to self-provide WIOA Title I Individualized and Follow-Up Career Services starting July 1, 2023, per VBWD Policy #401-03 (2016) Provision of Career Services. Based on a review of the documents submitted to the Governor's Office in support of the Board's request, it has been determined that your Local Workforce Development Board's (LWDB) request for a waiver has been approved by the Governor's Office.

I am issuing this letter on behalf of the Governor's Office, which has approved your Board's request for a waiver, allowing the LWDB to self-provide WIOA Title I Individualized and Follow-Up Career Services through the American Job Centers within the Local Workforce Development Area (LWDA) served by the SVWDB. This approval is contingent upon the following conditions:

- ✓ The LWDB is to be on track to meet or exceed all WIOA Title I performance measures as established through the performance measure negotiation process.
- ✓ The LWDB must be on track to meet the 40% training expenditure requirement for Adult and Dislocated Worker participants.

Future approvals of waiver requests will be based on the LWDB's performance on the above stated conditions.

Going forward, the LWDB must send a letter to the Virginia Community College System (VCCS), WIOA Title I Administration, no later than March 31, 2024, indicating if there is intent to seek approval for continuation of the waiver. The letter must include information regarding progress towards meeting performance targets for WIOA Title I program services. In addition, the LWDB must include in the letter an updated response to the seven questions in the template "*Request for Governor's Approval for Local Workforce Development Board to Provide WIOA Individualized and Follow-up Career Services*". A copy of the template is available upon request.

Please note for the record that the VCCS Waiver Evaluation Team uses additional information in its assessment of waiver requests, including the following data, as applicable:

- ✓ The LWDB must continue to maintain appropriate controls, including adherence to segregation of duties procedures, conflict of interest protocols, and performance review processes as documented in policy and organizational charts, as approved by the LWDB.
- ✓ The LWDB must address all compliance issues effectively as reported on the annual WIOA Title I Monitoring Report issued by VCCS, and not have any findings resulting in disallowed costs.
- ✓ The LWDB must manage WIOA Title I funds effectively to avoid recapture.



- ✓ The LWDB must participate in quarterly calls with VCCS staff to discuss progress on its performance outcomes.

Thank you for your time and attention.

Sincerely,

A handwritten signature in black ink that reads "Randall Stamper". The signature is fluid and cursive.

Randall Stamper  
Associate Vice Chancellor  
Career Pathways and Workforce Programs  
Virginia Community College System  
Richmond, Virginia  
804.819.4691

Copy: George Taratsas, Office of the Virginia Secretary of Labor, Office of the Governor  
Jeff Stapel, Chair, Shenandoah Valley Workforce Development Board  
Brian Shull, Chair, SVWDB Chief Elected Officials Consortium



## Shenandoah Valley Workforce Development Board

### BOARD DECISION BRIEF Year Ending June 30, 2024 Budget Status

**Date:** July 13, 2023

**Reference:** The SVWDB's company-wide budget for the year ending June 30, 2024 is incomplete as of July 13, 2023.

**Background:** For each fiscal year, the Finance Director is tasked with developing the company-wide budget for the upcoming fiscal year. At the same time, grant-specific budgets are being modified based on the results of current year implementation activities and the planning for the next grant year. Grant-specific budgets to be approved as of 7/13/23 include Network2Work and Apprenticeship Building America. To further complicate matters, our PY23 WIOA allocation dropped by \$245,293 (14.7%) as compared to our PY22 WIOA allocation. We plan on leveraging other grants that have already been awarded to make up for this shortfall. More time is needed to iron out issues before a company-wide budget can be submitted for approval.

**Issues:** All SVWDB grant-specific budgets are being modified around year end when the company-wide budget is being developed. Also, our primary source of funding received a significant cut in funding.

**Summary:** The Finance Director recommends that the Board accept the status of the year ending June 30, 2024 Budget as incomplete via vote with the understanding that a complete June 30, 2024 Budget will be prepared in time for the October 2023 Board meeting.

**Action Needed:** A motion to accept the status of the June 30, 2024 Budget.

**Effective Date:** July 13, 2023



**Shenandoah Valley Workforce Development Board**  
**DECISION BRIEF - PROVISIONAL APPROVAL**  
**Eligible Training Provider (ETP) Recertification**

**Date:** June 23, 2023

**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. Local Workforce Development Boards (LWDBs) receive, review, and approve training providers and their programs. They must also ensure that data elements related to the initial application, continued eligibility, and performance information regarding approved providers and programs are entered into the supported state system. It is important to note that the requirements established for inclusion on the ETPL only apply to training services funded through the issuance of an ITA.

**Purpose:** Local Workforce Development Boards that initially accepted and approved applications of providers and their programs to be placed on the state ETPL will receive annual requests for the renewal of their programs to remain active.

During PY 21 and PY 22, eligible training provider programs that had been approved and placed on the state's ETPL were extended by the state multiple times, and local recertification processes were put on hold while the state worked to develop new policies and procedures regarding the ETPL. Unfortunately, the new state policies and procedures regarding the ETPL are still under development. Additionally, the state recently decided it would not perform another state-wide extension, allowing it to comply with the Federal requirements that active programs must be recertified at least bi-annually to stay active on the list. Therefore, all extended programs must be recertified by the local workforce development boards no later than **June 30, 2023**.

Furthermore, the state implemented performance reporting and data collection of **all student** data for each program to be directly submitted to the state in **PY 21**. Ultimately this data was compiled and reported to the federal government as required. So, in order for programs to remain on the ETPL, all eligible training provider programs must annually provide performance data to the state. Training providers with programs on the ETPL are due to submit the PY 22 performance reporting and data collection to the state on **July 24, 2023**.

**Issues:**

- State requirement for rushed recertification of ETPL programs by **June 30, 2023**
- Abbreviated performance evaluation based on PY 21 performance data
- The SVWDB must quickly review performance data from the previous program year,

collect up-to-date information from all providers on each program of study on the ETPL, and determine whether or not the programs remain on the list.

**Please note:** Programs serving five students or less have suppressed data and appear to have no performance data, which adds a negative when reviewing their performance to remain on the ETPL.

**Recommendations:** Due to the state requiring LWDBs to conduct such a quick turnaround to recertify the currently active programs on the ETPL without waiting for the most recent performance data of those programs, it is recommended that the SVWDB CEO review the performance information from PY 21 to grant a Provisional Approval of recertification status for each recertification, and present it to the SVWDB for final approval. Performance data will be presented during PY 23 board meetings; this will allow a thorough review of each program's most recent performance data before making a final decision to remove any programs that do not meet state and local requirements to remain active. It will also allow training providers time to appeal decisions to remove programs and present at that time.

**Action Suggested:** Provisional approval to recertify all active programs on the ETPL until the SVWDB can thoroughly evaluate performance, including the most recent data.

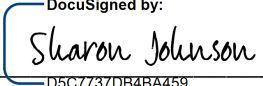
**Effective Date:** June 23, 2023

The ETPL Performance Reporting and Data Collection Report for PY 21 is available upon request.

**Summary:**

SVWDB has eight training providers with 114 active programs (some may be removed as requested by the training providers). Training providers who do not submit their recertification documentation by the deadline, their programs may be allowed to expire until the information is collected, reviewed, and approved.

Name of Provider	# of Programs
BRCC	24
Byers, Inc.	2
Career Technical Institute	2
Laurel Ridge Community College	29
MTC	24
Page County Technical Center	4
Valley Career & Technical Center	19

DocuSigned by:  
Signature of Approver:   
D5C7737DB4BA459...

Date: 6/23/2023



## **Center Greeter – Volunteer Harrisonburg Virginia Career Works**

**Location:** Virginia Career Works Harrisonburg, 160 N. Mason St., Harrisonburg, VA 22801

### **Major Functions:**

- Greet customers entering the Virginia Career Works Center.
- Provide general traffic management for a busy center with a variety of partners.
- Assist job seekers with center sign in and direction to appropriate services.

### **Knowledge, Skills, and Abilities:**

- Ability to communicate effectively verbally and in writing with SVWDB staff and the Virginia Career Works team, as well as community organizations and job seekers.
- Team communication skills and customer service skills are a must for this position.

### **Education and Experience:**

- Possess a passion for helping job seekers in the community.
- Bi-lingual capabilities strongly preferred.

### **Work Schedule:**

Hours of operation are 9AM – 4PM, but flexibility is available!

### **Supervision Received:**

The Center Greeter works at the direction of the Operations Director/Workforce Centers Manager.

**Information:** Contact Tristan Walters, [twalters@vcwvalley.com](mailto:twalters@vcwvalley.com), (540) 433-4864 ext. 106

**Essential Functions:** The following physical standards are considered essential functions of the job.

- Sitting. Frequently to perform job functions.
- Twisting/Turning. Frequently to access supplies and equipment.
- Reaching. Frequently to access supplies and equipment.
- Written communication. Frequently to correspond through email.
- Verbal communication. Continuously to converse, present information and data.
- Hearing. Continuously to listen to information presented. Accommodations such as hearing devices and hearing loops may be utilized.
- Eyesight. Frequently. Sufficient to enable, with any needed assistive devices, the review of information.

### **Equal Opportunity Employer/Program**

**Auxiliary aids and services are available upon request to individuals with disabilities**

**TDD: VA Relay Center: 711 or 800.828.1120**

*a proud partner of the American Job Center Network*

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.



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## ONE STOP SYSTEM OPERATOR (OSSO) REPORT

### To the Shenandoah Valley Workforce Development Board

July 20, 2023

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## I. SYSTEM PROCESS IMPROVEMENTS

### 1. Customer Satisfaction Comment Card System

- The electric comment card system was launched in October 2022. Based on partner feedback, the job seeker comment card will have an option to be completed in Spanish beginning in August.
- Summary of Quarterly reports
  - **Employer: 2<sup>nd</sup> Quarter - April 3, 2023 – July 2, 2023**
    - 3 responses compared to 9 responses last quarter.
    - 2 of the 3 respondents reported that they found the right candidate through applicant referrals.
    - Two (2) of the 3 responded that they **strongly agreed** and 1 **agreed** that they were satisfied with the services received.
  - **Jobseeker: 2<sup>nd</sup> Quarter - April 3, 2023 – July 2, 2023**
    - 50 responses compared to 13 responses last quarter.
    - Most often services reported receiving:
      - Assistance with job search.
      - Assistance with writing/building a resume.
      - Assistance with Unemployment Insurance (UI).
      - Assistance with GED, Basic Skills, Family Literacy, English as a Second Language.
      - Assistance with career planning.
    - 98% strongly agreed that they were satisfied with their overall experience.
    - Many staff were identified as providing good customer service. One example: *I was having trouble filing my weekly claim so i decided to come into the office and Shawna greeted me right away and offered to sit down with me and help me. She made things go a lot more smoothly.*
    - Other staff consistently identified as being helpful and professional were Raymond, Nelson, Wanda, and Robert.

### 2. Launching a Common Referral Process

- As reported in April, the state was going to launch the online portal. That has now been put on hold. The Partner team is in discussions on how to streamline referrals for the customer.

### 3. Standardizing Data Collection.

A virtual service delivery tracker was launched in April. Partners 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. This method was not counted collectively across the partnership. The Partnership believes that this, in combination with the foot

traffic report, provides a better picture of our collective level of effort. Data for May – June 2023 is attached.

## II. OPERATIONS

### 1. Status of Centers

As of June 30<sup>th</sup>, there were no longer security guards in any center. Partners have been developing a process for handling the issue of greeting and security for each center.

- **Fishersville:** The center has opened and is providing services by appointment.
- **Harrisonburg:** The center is open. Partners staffing the front on a rotating schedule.
- **Winchester:** Two WIOA counselors have been stationed at the center since June. The center is open with the front doors unlocked. VEC staff provide basic career services in the resource area and greet people as they come in. ABE classes will begin their next session shortly. Kathy Kalisz is retiring in August. As of July 1<sup>st</sup>, this center falls in Chris Pope's region.
- The Center Management Teams (CMTs) continue to meet monthly.
- Provided weekly support and problem-solving strategies to the Centers Manager.

### 2. Creating Professional development opportunities for all partner staff.

Training on Writing Effective Case Notes was conducted on May 25<sup>th</sup> by the OSSO. One session was held in Harrisonburg, with 7 participants and repeated in Winchester with 9 participants. The session in Harrisonburg had a combination of partners participate, from VEC, the WDB staff, DARS and Telamon. In Winchester, staff from the WDB, VEC, and Telamon participated.

### 3. Facilitating monthly meetings of the MOU Partners,

- Developing common procedures and knowledge across all centers:
  - Developing a Procedures Manual that applies to all centers.
- The WDB strategic goals are reviewed at each partner meeting to ensure that the strategies being implemented support the goals. A strategy to focus on the ALICE population is emerging.

### 4. Data Report<sup>1</sup>

#### Program Year to Date Cumulative Traffic: July 2022 through June 2023

<i>Harrisonburg Center</i>	
<b>Total Traffic:</b>	3619
<b>Veterans:</b>	165
<b>Customer for Unemployment Assistance/ID.ME:</b>	2290
<b>Career Exploration and Training:</b>	1224
<b>Customers Seeking GED, Tutoring or Citizenship Assistance:</b>	293
<b>Computer Access Customers:</b>	124
<b>RESEA Customers:</b>	39

<sup>1</sup> This data is self-report based on the self-serve sign in system.

<b>DARS Customers:</b>	9
<b>No Answer:</b>	2
<b>First Time Visitors:</b>	386
<b><i>Fishersville Center</i></b>	
<b>Total Traffic:</b>	645
<b>Veterans:</b>	76
<b>Customer for Unemployment Assistance/ID.ME:</b>	568
<b>Career Exploration and Training:</b>	60
<b>Customers Seeking GED, Tutoring or Citizenship Assistance:</b>	4
<b>Computer Access Customers:</b>	0
<b>RESEA Customers:</b>	0
<b>DBVI Customers:</b>	54
<b>Tax Related Services:</b>	10
<b>First Time Visitors:</b>	0
<b><i>Winchester Center</i></b>	
<b>Total Traffic:</b>	3200
<b>Veterans:</b>	222
<b>Customer for Unemployment Assistance/ID.ME:</b>	2405
<b>Career Exploration and Training:</b>	269
<b>Customers Seeking GED, Tutoring or Citizenship Assistance:</b>	750
<b>Computer Access Customers:</b>	147
<b>RESEA Customers:</b>	25
<b>DARS Customers:</b>	1
<b>No Answer:</b>	111
<b>First Time Visitors:</b>	274

### ***OSSO Goals for 2023-2024***

#### ***New***

- Develop joint strategies to conduct outreach to the ALICE population per the WDBs goals.
- Continue Lunch and Learns and have partners focus on presenting specifics on any partnerships that have developed between agencies, including how the partnership developed, what it is designed to do, and the ‘mechanics’ of how it works.
- Collect data from each agency on the resources each organization uses as places they refer customers to when they cannot provide what they need.

#### ***Ongoing***

- Establish Collaborative Professional Development Opportunities for All Partner Staff
- Improve Communication Among Partners
- Improve Data Collection
- Use Technology to Enhance Operations
- Continue to Expand Services at Each Center.

## PARTNER SERVICES DELIVERED VIRTUALLY AND OFF SITE (NOT AT THE CENTER OR ORGANIZATION'S OFFICE)

### April

D11	A	B	C	D
1	<b>VIRTUAL SERVICES TRACKER</b>			
2	<b>Organization</b>	<b>Virtual Services Appointments (#)</b>	<b>Off-Site Appointments (#)</b>	
3	Adult Education (Laurel Ridge)	294 (61 non-duplicative)	1204 (246 non-duplicative)	
4	Adult Education (Region 6)	86 (21 non-duplicative)	2334 (513 non-duplicative)	updated 5/24/23
5	DBVI	26	24	
6	WIOA (Adult/Youth/Dislocated Worker)	14	3	
7	DARS (Fishersville)			
8	DARS (Harrisonburg)			
9	DARS (Winchester)			
10	Department of Social Services (Augusta County)			
11	Department of Social Services (Harrisonburg/Rockingham)			
12	Department of Social Services (Winchester)			
13	Virginia Employment Commission (Harrisonburg/Fishersville)	540	0	
14	Virginia Employment Commission (Winchester)	119		
15	Telamon			
16				
17				
18				
19				
20				

+    ≡    April 2023   May 2023   June 2023   July 2023   Aug 2023   Sep 2023   Oct 2023   Nov   <   >

### May

A1	A	B	C	D	E
1	<b>VIRTUAL SERVICES TRACKER</b>				
2	<b>Organization</b>	<b>Virtual Services Appointments (#)</b>	<b>Off-Site Appointments (#)</b>		
3	Adult Education (Laurel Ridge)	225 (55 non-duplicative)	1037 (269 non-duplicative)	updated 6/28/23	
4	Adult Education (Region 6)	69 (18 non-duplicative)	1667 (413 non-duplicative)	updated 6/22/23	
5	DBVI	95	17		
6	WIOA (Adult/Youth/Dislocated Worker)	52	14		
7	DARS (Fishersville)				
8	DARS (Harrisonburg)				
9	DARS (Winchester)				
10	Department of Social Services (Augusta County)				
11	Department of Social Services (Harrisonburg/Rockingham)				
12	Department of Social Services (Winchester)				
13	Virginia Employment Commission (Harrisonburg/Fishersville)	586	0		
14	Virginia Employment Commission (Winchester)	111			
15	Telamon				
16					
17					
18					
19					
20					

+    ≡    April 2023   May 2023   June 2023   July 2023   Aug 2023   Sep 2023   Oct 2023   Nov   <   >

## June

	A	B	C
1	<b>VIRTUAL SERVICES TRACKER</b>		
2	<b>Organization</b>	<b>Virtual Services Appointments (#)</b>	<b>Off-Site Appointments (#)</b>
3	Adult Education (Laurel Ridge)	51 (14 non-duplicative)	143 (24 non-duplicative)
4	Adult Education (Region 6)		129 (44 non-duplicative)
5	DBVI	43	26
6	WIOA (Adult/Youth/Dislocated Worker)	34	16
7	DARS (Fishersville)		
8	DARS (Harrisonburg)		
9	DARS (Winchester)		
10	Department of Social Services (Augusta County)		
11	Department of Social Services (Harrisonburg/Rockingham)		
12	Department of Social Services (Winchester)		
13	Virginia Employment Commission (Harrisonburg/Fishersville)	607	2 (Employer: Mohawk Industries, Glasgow, VA)
14	Virginia Employment Commission (Winchester)		
15	Telamon		
16			
17			
18			
19			
20			

+    ≡    April 2023 ▾    May 2023 ▾    **June 2023 ▾**    July 2023 ▾    Aug 2023 ▾    Sep 2023 ▾    Oct 2023 ▾    Nov 2023 ▾

## DARS DATA REPORT

### March and April

#### **Harrisonburg DARS:**

March Applications YTD: 138

April Applications YTD: 157 (increase of 19)

52% of yearly goal

March Plans YTD: 101

April Plans YTD: 121 (increase of 20)

61% of yearly goal

March Successful Closures YTD: 17

April Successful Closures YTD : 21 (increase of 5)

#### **Fishersville DARS:**

March Applications YTD: 128

April Applications YTD: 161 (Increase of 33)

52% if yearly goal

March Plans YTD: 86

April Plans YTD: 101 (Increase of 15)

March Successful Closures YTD: 38

April Successful Closures YTD: 46 (Increase of 8)

50% of yearly goal

**Winchester DARS:**

March application YTD: 83

April Applications YTD: 106 (Increase of 43)

52% of yearly goal

March Plans YTD: 81

April Plan YTD: 102 (increase of 21)

76% of yearly goal

March Successful Closures YTD: 42

April Successful Closures YTD: 48 (increase of 6)

**May****Harrisonburg DARS: 1 co-enrollment for the month of May**

April Applications YTD: 157

May Applications YTD: 173 (increase of 16)

58% of yearly goal

April Plans YTD: 121

May Plans YTD: 132 (increase of 11)

66% of yearly goal

April Successful Closures YTD : 21

May Successful Closures YTD: 26 (increase of 4)

**Fishersville DARS: 0 co-enrollments for the month of May**

April Applications YTD: 161

May Applications YTD: 190 (increase of 29)

61% of yearly goal

April Plans YTD: 101

May Plans YTD: 132 (increase of 21)

65% of yearly goal

April Successful Closures YTD: 46 (Increase of 8)

May Successful Closures YTD: 48 (increase of 2)

**Winchester DARS: 0 co-enrollments for the month of May**

April Applications YTD: 106 (Increase of 43)

May Applications YTD: 140 (Increase of 34)

69% of yearly goal

April Plan YTD: 102 (increase of 21)

May Plan YTD: 127 (increase of 25)

95% of yearly goal

April Successful Closures YTD: 48 (increase of 6)

May Successful Closures YTD: 61 (increase of 13)

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## **June**

### **Harrisonburg DARS: 3 co-enrollments for the month of June/YTD 5**

May Applications YTD: 173

June Applications YTD: 194 (Increase of 21) 65% of yearly goal

May Plans YTD: 132

June Plans YTD: 146 ( increase of 14) 73% of yearly goal

May Successful Closures YTD: 26

June Successful Closures YTD : 33 (increase of 7)

### **Fishersville DARS: 0 co-enrollments for the month of June/YTD 2**

May Applications YTD: 190

June Applications YTD: 206 (increase of 16) 66% of yearly goal

May Plans YTD: 132

June Plans YTD: 144 (increase of 12) 71% of yearly goal

May Successful Closures YTD: 48

June Successful Closures YTD: 55 (increase of 7)

### **Winchester DARS: 0 co-enrollments for the month of June/ YTD 0**

May Applications YTD: 140

June Applications YTD: 175 (increase of 35) 87% of yearly goal

May Plans YTD: 127

June Plans YTD: 153 (increase of 26) 114% of yearly goal

May Successful Closures YTD: 61

June Successful Closures YTD: 63 (increase of 2)

**Implementation Status Report to Board of Directors July 20, 2023**

**Current Progress**

*Provider Network:*

- 2 Providers Coming in Network (Page One, Strength In Peers)
- 4 Provider Presentations Given, 1 Scheduled
- 12 Providers Contacted, Pending

*Employer Network:*

- 8 Employer Presentations Scheduled
- 10 Employers Pending

*Job Seeker Network:*

- 5 Agency Representatives Becoming Connectors

*Staffing:*

- Project Coordinator Hired, Start Date June 19<sup>th</sup>
- Job Seeker Coach Hired, Start July 17<sup>th</sup>

**Project Timeline Overview**

*Provider Network:*

- Provider meetings will continue through July. Alternate Providers will be identified if gaps in services are identified/Providers are unable to sign on to the Network.
- Goal: 4 Providers on N2Work by month end

*Employer Network:*

- Employer presentations will continue through July. Alternate Employers will be identified at the end of the month and other Employers will be contacted as needed.
- Goal: 10 Jobs posted on N2Work by month end (2/In Demand Industry)

*Job Seeker Network:*

- Job Seeker Enrollment Goal for July 2023 - 10 registrations
- Job Seeker Enrollment Goal for August 2023 – 20 registrations

**Next Steps**

- Job Seeker Coach Training – July 20<sup>th</sup>
- Development of Marketing Material (Network2Work *in the Valley*)
- Connector “Orientation” – Date TBD



## **Strategic Planning**

### **Gaps in Service**

The following areas have been identified as “pain points” in our proposed service region with limited Providers/funding available:

- Transportation Assistance
- Child Care
- Housing Assistance

Utilizing the supportive service funding through the grant, the Network2Work team has specified limited funding for Transportation and Housing Assistance. At this time, funding cannot solve the Child Care issue present in our area. The gap is in providers versus funding.

### **Target Audience**

In-Network Providers are aligning to serve the following target audiences:

- Returning Citizens
- English as a Second Language
- ALICE

### **Engagement Strategy**

- When we begin identifying Connectors, we will speak to individuals who directly serve and interact with the populations identified (Skyline Literacy, Valley Interpretation Services, Re-Entry Councils, Probation and Parole, Drug Court, United Way ALICE Coalition, etc.).
- When working with Employers, we will seek out “Second Chance” employers and notate them in the N2Work Platform. We will also work to identify sustainable wage jobs that Fluent English is not a requirement.



# GOOD JOBS PRINCIPLES

Good jobs are the foundation of an equitable economy that lifts up workers and families and makes businesses more competitive globally. They allow everyone to share in prosperity and support local communities and the entire U.S. economy. Workers know the value of a good job that provides stability and security for them and their families. All work is important and deserving of dignity. Many companies recognize that providing good quality jobs – that make them an employer of choice – creates a clear competitive advantage when it comes to recruitment, retention, and execution of a company's mission.

The Departments of Commerce and Labor have partnered to identify what comprises a good job. These eight principles create a framework for workers, businesses, labor unions, advocates, researchers, state and local governments, and federal agencies for a shared vision of job quality.

**Recruitment and Hiring:** Qualified applicants are actively recruited – especially those from underserved communities. Applicants are free from discrimination, including unequal treatment or application of selection criteria that are unrelated to job performance. Applicants are evaluated with relevant skills-based requirements. Unnecessary educational, credentials and experience requirements are minimized.

**Benefits:** Full-time and part-time workers are provided family-sustaining benefits that promote economic security and mobility. These include health insurance, a retirement plan, workers' compensation benefits, work-family benefits such as paid leave and caregiving supports, and others that may arise from engagement with workers. Workers are empowered and encouraged to use these benefits.

**Diversity, Equity, Inclusion, and Accessibility (DEIA):** All workers have equal opportunity. Workers are respected, empowered, and treated fairly. DEIA is a core value and practiced norm in the workplace. Individuals from underserved communities do not face systemic barriers in the workplace. Underserved communities are persons adversely affected by persistent poverty, discrimination, or inequality, including Black, Indigenous, people of color; LGBTQ+ individuals; women; immigrants; veterans; individuals with disabilities; individuals in rural communities; individuals without a college degree; individuals with or recovering from substance use disorder; and justice-involved individuals.

**Empowerment and Representation:** Workers can form and join unions. Workers can engage in protected, concerted activity without fear of retaliation. Workers contribute to decisions about their work, how it is performed, and organizational direction.

**Job Security and Working Conditions:** Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. They have adequate hours and predictable schedules. The use of electronic monitoring, data, and algorithms is transparent, equitable, and carefully deployed with input from workers. Workers are free from harassment, discrimination, and retaliation at work. Workers are properly classified under applicable laws. Temporary or contractor labor solutions are minimized.

**Organizational Culture:** All workers belong, are valued, contribute meaningfully to the organization, and are engaged and respected especially by leadership.

**Pay:** All workers are paid a stable and predictable living wage before overtime, tips, and commissions. Workers' pay is fair, transparent, and equitable. Workers' wages increase with increased skills and experience.

**Skills and Career Advancement:** Workers have equitable opportunities and tools to progress to future good jobs within their organizations or outside them. Workers have transparent promotion or advancement opportunities. Workers have access to quality employer- or labor-management-provided training and education.

**JUNE 30, 2023**

# **Virginia Board of Workforce Development**

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# Agency Stand Up Milestones

The establishment of the VDWD, including the transition of people, programs, services, and systems will take place over three distinct phases and run through FY 2025.

WE ARE HERE (6/30)

## PHASE 1: AGENCY PLANNING

(April – July)

- Conducted a **baseline data call** to get a better understanding of the people, programs, services, and systems moving to the new agency.
- Developed a **Memorandum of Understanding (MOU)** to outline the roles and responsibilities of key agency activities to maintain continuity of operations.
- Hosted numerous visioning sessions and designed **the Implementation, Communications, and Change Management Plans** for the transitioning agencies and programs to more efficiently make their shift to the new agency.
- Stood up agency transition **workstreams** to facilitate program-specific activities.

## PHASE 2: VDWD STAND UP

(July '23 – July '24)

- **Transition people, programs, services, and systems** to the new agency to facilitate program service delivery continuity.
- Work with the transition workstream leads to identify and refine agency-specific **Standard Operating Procedures** and upcoming activities.
- Develop an **Organizational Design** of the VDWD that includes the proposed span of control and reflects the agency's strategic objectives and operating model.
- Implement the **Change Management activities** to cultivate the VDWD culture and provide resources for employees pre-, during, and post- transition.
- An **audit and discovery of all current programs** associated with Workforce Development.
- Document **program evaluation criteria** methodology.

## PHASE 3: AGENCY SUCCESS

(July '24 – July '25)

- Perform an **evaluation of program efficacy and efficiency** of government-wide workforce programs.
- Refine and support the **implementation of success metrics** for each workforce development program.
- Support and **drive the measurement of improvements** across all workforce programs.
- **Train and coach personnel** as needed to drive improved program outcomes.

KEY ACTIVITIES

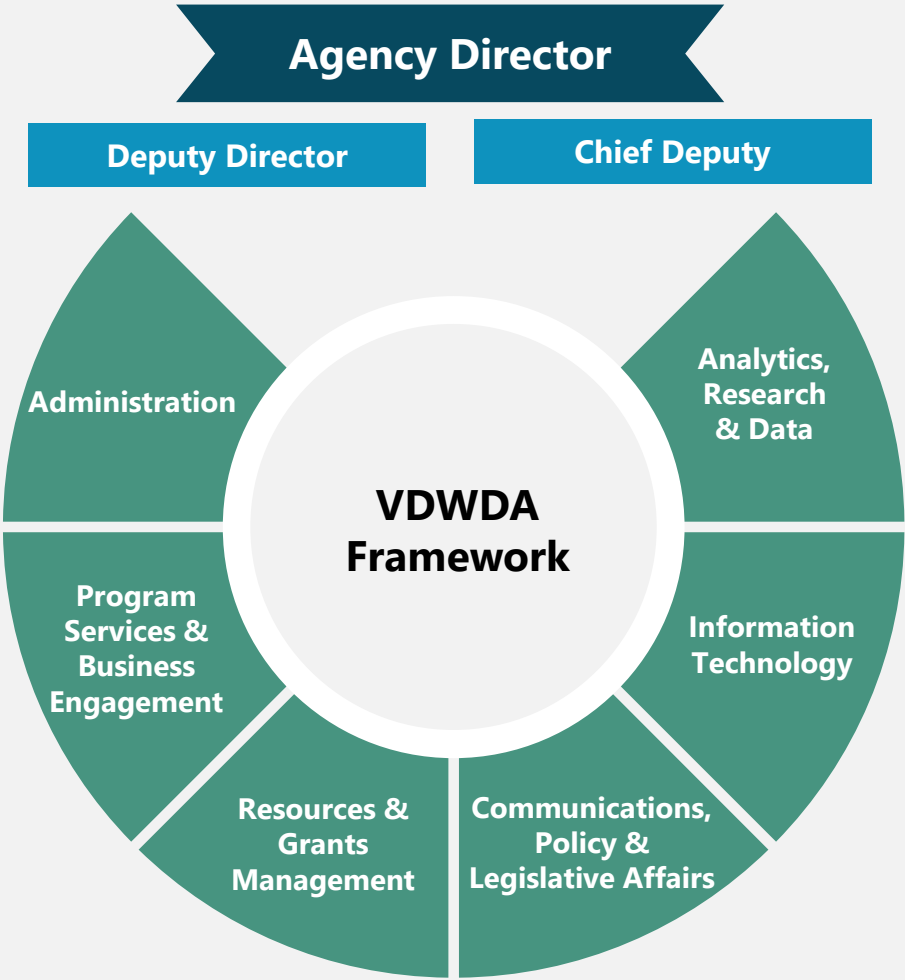
# Leadership Updates



# Tentative VDWDA Framework

Below is an overview of the general functional framework by department of the VDWDA. **This is subject to change.**

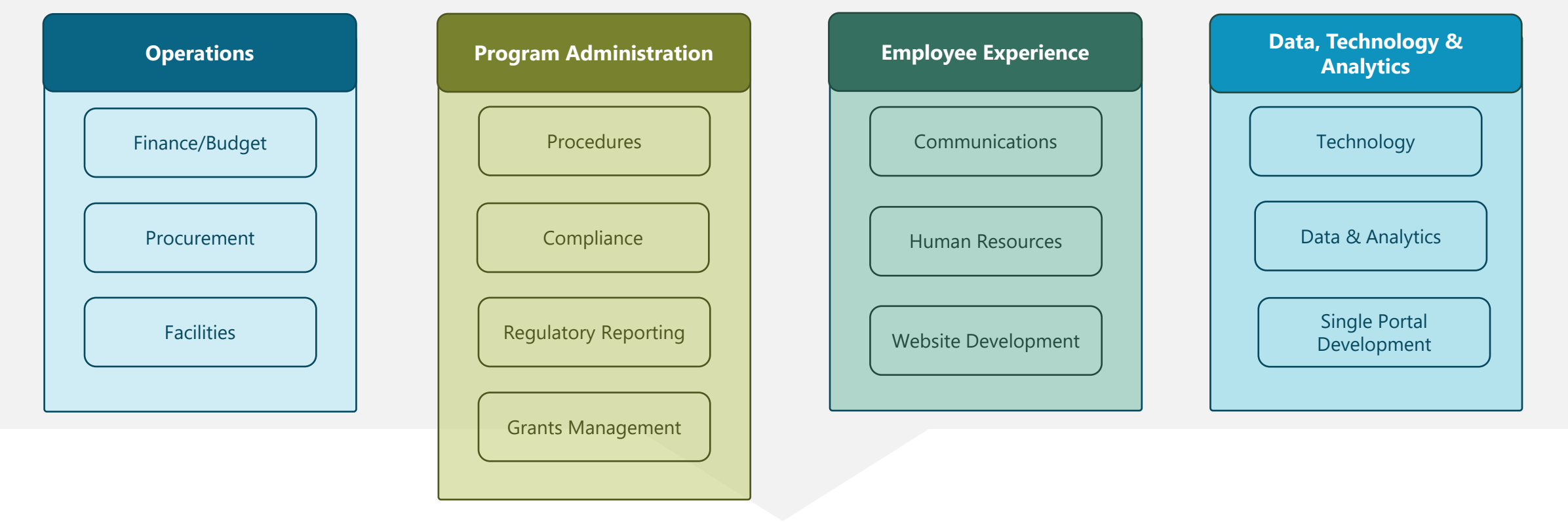
DRAFT



As we continue to fully develop the VDWDA’s organizational design, we are taking the time to understand the role of **each person** joining the new agency.

# Transition Preparation Activities Currently Underway

Several workstreams have been deployed that will be heavily involved in developing standard operating procedures and contributing agency specific knowledge to facilitate a smooth transition.



These Workstreams Will..



# Change Management Updates

A robust change management and communication strategy is central to our organizational change management (OCM) approach, and is incorporated into all phases of the transition.



## Communications & Change Management Plan

A formal plan has been developed to engage and communicate with VDWD managers, agency heads, and employees across each stage of the transition.

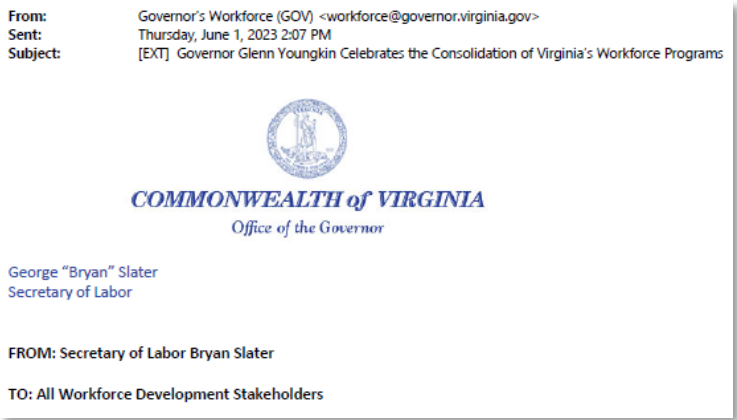
	PLAN	PREPARE	IMPLEMENT	SUSTAIN
Objective	Create the VDWD culture and resources for employees pre-, during, and post-transition	Prepare employees and managers for the upcoming transition	Support employees and managers through the transition	Conclude the employee transition and improve future iterations
THROUGHOUT THE TRANSITION				
Objective	Re-occurring activities that support the stand-up of the VDWD and provide periodic updates for all transitioning employees across the overall transition period			

Transition Timeline and Stages of Engagement



## Stakeholder Engagement

External Stakeholders will also receive announcements, communications, and updates relating to the VDWD.



Email Announcement Example



# Thank You



## EMPLOYEE TOWN HALL

## Proposed Program Transition Schedule

Below you will find the proposed transition schedule for each program, including an anticipated start date. In the weeks and months leading up to – and during – each transition, we will be working with each program to welcome them into the VDWDA.

**DRAFT**

\* 3 staff