



*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, November 21, 2024, 10:00 a.m. – 12:00 p.m.

Harrisonburg City Hall, 409 South Main Street, Harrisonburg, VA – Rooms 11 and 12

Call to Order (10:00 – 10:10)

- Roll Call (Board and Consortium)
- Quorum Status (Board and Consortium)
- Guest Introductions
- Chair Opening Remarks

Randy Doyle
Sharon Johnson

Randy Doyle

WIOA Operational Business (10:10 – 10:45)

- Board and Consortium Minutes August 15, 2024 (**Board and Consortium Vote**)
- Business Services Update
- One Stop Operator Update
- Programs Update
- One Stop Center Certification (**Board and Consortium Vote**)
- Finance Committee Report

Randy Doyle
Kaystyle Madden
Lori Strumpf
Sharon Johnson
Tristan Walters
Jo Lee Loveland Link

Workforce Initiatives and Strategic Discussion (10:45 – 11:55)

- Network2Work (N2W) Update
- N2W Job Seeker Experience
- Deloitte Center for Government Insights Report (N2W Highlighted)
- Health Sciences Collaborative
- GO Virginia Talent Pathways Initiative (TPI) Report
- TPI Study Progress to Date and Key Takeaways

Randy Doyle
Tristan Walters
Sharon Johnson
Mason Bishop
Sharon Johnson

Other Business and Public Input (11:55 – 12:00)

- Board and Consortium Meeting Dates 2025

Randy Doyle
Sharon Johnson

Adjournment (12:00)

Randy Doyle

***Next Meeting: SVWDB Board of Directors and Elected Officials Consortium
Thursday, February 20, 2025, 10:00 a.m. – 12:00 p.m., Harrisonburg City Hall, Rooms 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

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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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, August 15, 2024, 10:00 a.m. – 12:00 p.m.**

Harrisonburg City Hall, 409 South Main Street, Harrisonburg, VA – Rooms 11 & 12

Welcome and Call to Order: Chair Randy Doyle called the meeting to order at 10:00AM. There was a quorum of the Board of Directors and the CEO Consortium.

Guests and Staff Present: Victoria Garber, Lucy Marion, Tara Bishop, Kaystyle Madden, Natalie Nelson, Tristan Walters, Kara Fix, Rachael Schaffer, Debbie Melvin

WIOA Operational Business: The SVWDB reviewed and approved the Board Minutes from the May 16, 2024, meeting. Jeff Stapel provided the first, with Katy Parrish providing the second. The motion passed unanimously with no further discussion. Sharon Johnson reviewed the One Stop Operator report on behalf of Lori Strumpf. Goals for the upcoming year and both virtual and foot traffic were reviewed with the Board. Business Services Director Kaystyle Madden reviewed the Business Services Report and the services provided by the Business Solutions Teams (BSTs) over the past quarter. This quarter, the Talent Pathways Initiative (TPI) was introduced to the BSTs. The BSTs will play an integral role in the TPI research because of their connections and relationships with regional businesses. The Work Based Learning Navigator, Natalie Nelson, presented recent Work Based Learning (WBL) Data to the board and spoke to the recent activities she has been hosting to promote WBL. WIOA Program and Performance Director, Monica Long, presented on current Title I WIOA performance and enrollment metrics. She also reviewed the Priority of Service Policy presented to the Board for approval. Sharon Baroncelli provided the motion to accept the policy as presented and Michael Crider provided the second. The motion passed unanimously without further discussion. Sharon Johnson reviewed American Job Center (AJC) Certification next steps and explained that Board members will be asked to participate as part of the process. The Virginia Career Works Center in Fishersville will be reviewed for certification and serves as the comprehensive One Stop Center in our region. Jo Lee Loveland Link, Co-Chair of the Finance Committee, shared information from the most recent meeting and provided an update to the Board.

Workforce Initiatives and Strategic Discussion: Network2Work Coordinator, Tara Bishop, provided an enrollment and activity update for Network2Work *in the Valley*. The program is in the process of reviewing the new allocation for the 2024 – 2025 program year, and will align goals with the available funding and share with the Board once they are finalized. Vici Garber with SHINE Adult Education and the Harrisonburg/Rockingham Re-Entry Council shared the recent Skill Builder Initiative and hopeful partnership with the SVWDB. Sharon Johnson provided an update on the Workforce Opportunity for Rural Communities (WORC) Grant. The SVWDB partnered with the Roanoke Workforce Board on a proposal to provide services in the southern portion of the Shenandoah Valley region and northern portion of the Roanoke Valley

region. The proposal prioritized the formation of a new subregion and focused on the expansion of WBL and training opportunities in partnership with Mountain Gateway Community College.

GO Virginia Region 8 Talent Pathways Initiative (TPI): Sharon Johnson announced that the SVWDB was awarded the TPI project for GO Virginia Region 8, which is the same footprint as the SVWDB service region. The SVWDB has contracted with WorkED Consulting for research and report development services. After a TPI introduction and next steps by Sharon, Mason Bishop with WorkED Consulting was introduced and provided an overview of the talent-capacity-demand pipeline to be addressed by the TPI study. WorkED will conduct employer roundtables, stakeholder focus groups and interviews to gather pertinent information. In addition to the work of the qualitative team, a quantitative team will work to gather and analyze regional data. Board Member input will be an integral part of the research and will be gathered through regularly scheduled Board and Consortium meetings. As the TPI Regional Coordinating Entity, Sharon Johnson will be working alongside the WorkED team. For additional information or a real-time update, Board members should contact Sharon.

Other Business: Sharon Johson shared information regarding the upcoming Shenandoah Valley Collaborative Economic Summit at James Madison University on October 15, 8:30 – 4:30. The registration link was provided to Board members.

<https://lp.constantcontactpages.com/ev/reg/qny3mv7>

Public Input and Adjournment: There was no request for Public Input. Randy Doyle made the motion to adjourn. Courtney Thompson approved the motion and Sharon Baroncelli provided the second. Randy Doyle adjourned the meeting at 12:00PM. The next meeting of the SVWDB Board of Directors and Elected Officials Consortium will be Thursday, November 21, 2024, 10:00 a.m. – 12:00 p.m., in Harrisonburg City Hall, Room 11.

Respectfully submitted,
Tristan Walters

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SVWDB Board of Directors Roll Call

Meeting Date: 08.15.2024

Present	Absent	Name	Public/Private
x		Cindy Bolan (Vicki Paylor)	Private
	x	Sandy Stowers	Private
	x	Fahmida Rabbi (Daikin)	Private
x		Meredith Mathis	Private
x		Michael Crider	Private
x		Randy Doyle	Private
x		Jo Lee Loveland Link	Private
x		Elizabeth Fuchs	Private
x		Elizabeth Savage (Alternate Lisa Spencer)	Private
	x	Corey Sheridan	Private
	x	Yolanda Shields	Private
x		Jeffrey W. Stapel	Private
x		Debby Hopkins	Private
	x	Mary Staubus	Private
	x	Bob Huch	Private
	x	Victoria Zabala	Private
9	7	16 Private/Quorum 8	
	x	John Albert	Public
x		Courtney Thompson	Public
x		Sharon Baroncelli	Public
x		Jeanian M. Clark	Public
	x	John Downey (Alternate Dave Urso)	Public
	x	John Rainone	Public
	x	Kevin Hutton (Alternate Sandy Rinker)	Public
	x	John Jackson	Public
x		Sharon Hetland	Public
	x	Celest Williams	Public
x		Jay Langston (Virtual)	Public
x		Katy Parrish	Public
x		Chris Hurley	Public
	x	Lorne Seay	Public
7	7	14 Public/Quorum 7	

SVWDB Chief Elected Officials Roll Call**Meeting Date: 08.15.2024**

Locality	Representative	Present	Absent
Augusta County	Rebekah Castle		x
Bath County	No Representative		x
Buena Vista	Kristina Ramsey	x	
Clarke County	No Representative		x
Frederick County	Shayla Richard	x	
Harrisonburg	Brian Shull	x	
Highland County	Landdis Hollifield	x	
Lexington	No Representative		x
Page County	Nina Fox	x	
Rockbridge County	Brandy Flint	x	
Rockingham County	Josh Gooden	x	
Shenandoah County	Jenna French		x
Staunton	Amanda DiMeo	x	
Warren County	No Representative		x
Waynesboro	Greg Hitchen	x	
Winchester	Vanessa Santiago	x	
SVWDB Chair	Randy Doyle	x	
Need quorum of the localities present. (Quorum 8)		11	6



Shenandoah Valley Business Services July - October 2024

By the Numbers

Wagner Peyser Services Job Matching, Posting, General Employer Support
638 Employers // 9,077 Services
Rapid Response~ Greenwood Inc; IAC Final; Addiction Allies
Expansion-Shamrock Farms (Verona)
New Employer -AllTech Services (Winchester)

Recruiting

Spotlight Employer Events
Graphic Packaging Onsite
UPS Center Hiring Events
Employer Expo at LRCC
Fall Hiring Event at BRCC
Winchester Hiring Events

Business Solutions Team

Employer Presentations: Mohawk Industries, Sayre, Daikin Applied
TPI Launch and Roundtables
VRWA Symposium -August
JMU Economic Summit - October
Network2Work
7 New Employers

Looking Ahead - 2025

- GARCC Employer Symposium 1/23/25
- Page/Luray Business Open House 1/22/25
- Rockbridge Employer Resource Fair 2/5/25
- Spring Expo Returns



Experience		
Minimum Experience Required	Active Job Ads	
Not Specified	22,899	
Experience Needed (unspecified length)	20,381	
1 Year	12,452	
2 Years	6,908	
3 Years	3,630	
5 Years	3,022	
No Experience Needed	1,251	
4 Years	850	
10+ Years	610	
7 Years	247	

Source: JobsEQ®
Data reflect online job postings that were active from 11/06/2023 to 11/06/2024
See JobsEQ online Help for important Technical Notes.

Kaystyle Madden, M.Ed.
Director of Business Services
kmadden@vcwvallev.com



ONE STOP SYSTEM OPERATOR (OSSO) REPORT
To the Shenandoah Valley Workforce Development Board
August Through October 2024
For the WDB Meeting on November 21, 2024

I. SYSTEM PROCESS IMPROVEMENTS

1. Customer Satisfaction Comment Card System

- A summary of the *3rd Quarter 2024, July 1, 2024 – October 6, 2024*, satisfaction data is below.

- **Jobseeker Total Responses: 19 compared to 14 in the last report, January through March**
 - Responses were from Harrisonburg (2), Fishersville (7), and Winchester (1). Some respondents identified the agency they came for: Virginia Employment Commission - 9.
 - Most services reported receiving:
 - Assistance with Unemployment Insurance (UI) 10
 - Assistance with job search 11
 - Assistance with career planning 3
 - Hiring events 3
 - All respondents agreed or strongly agreed that they were satisfied with their overall experience.
 - Internet search and word of mouth continue to be the 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 (specifically Raymond, Wanda, Mike and Vickie from Virginia Works).
 - There were a few suggestions for improvement:
 - *Practice interviews would be helpful for those entering and re-entering the job force.*
 - *When someone comes in for employment help that should automatically sign them form the employment insurance.*
 - *The online portal website was slow, but the caller asked me questions to be efficient and friendly.*
 - *Pay the excellent employees more.*

- **Employer Total Responses: There were no responses for the quarter compared to 3 responses in the last report**

2. 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 3-month period is below.

II. OPERATIONS

1. Status of Centers

- **Fishersville:** The center is open and provides services by appointment and walk-ins.
- **Harrisonburg:** The center has moved to a new location and the current center location is closed. Virginia Works was to lease space with Skyline, where they have occupied an office over the last several months. However, lease issues were not able to be resolved, so Virginia Works has vacated the space and is looking for another place. In the interim, services are being provided at library sites and with other partners when needed.
- **Winchester:** The center is open. It appears that the building where the center is located may be sold. Mike is working with his organization to make plans for relocation if/when necessary.
- The Center Management Teams (CMTs), made up of collocated partners, continue to meet monthly.
- Provided support and problem-solving strategies to the Centers Manager and the Virginia Works Managers in Fishersville and Winchester.

3. Facilitating monthly meetings of the MOU Partners,

- At the beginning of each program year the partners develop a set of goals that align to and support the WDB’s strategic goals. The goals for 2024-2025 are below.
 - Focus on service delivery. With changes in how people access services, thinking about how methods to delivering services may need to change.
 - Identifying, designing, and implementing remote access points.
 - Defining access points
 - Expand capacity for and concept of training, including workbased learning to include apprenticeship, OJT, work experience, internships and virtual opportunities.
 - Ongoing work on ensuring communication among partners. Establishing clear communication protocols to keep everyone connected.
- 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

The number of first-time visitors for the period:

	Fishersville	Winchester	Harrisonburg ¹
August	161	83	0
Sept	112	41	0
Oct	130	58	0

¹ Space is still an issue in Harrisonburg, see update above. Individuals are being seen at libraries and at other partner agencies.

August

3	<i>Harrisonburg Center</i>		
4	Total Traffic:	0	
5	Veterans:	0	
6	Customer for Unemployment Assistance/ID.ME:	0	
7	Career Exploration and Training:	0	
8	Customers Seeking GED, Tutoring or Citizenship Assistance:	0	
9	Job Search Customers:	0	
10	RESEA Customers:	0	
11	DARS Customers:	0	
12	No Answer:	0	
13	First Time Visitors:	0	
14	<i>Fishersville Center</i>		
15	Total Traffic:	222	
16	Veterans:	10	
17	Customer for Unemployment Assistance/ID.ME:	153	
18	Career Exploration and Training:	14	
19	Customers Seeking GED, Tutoring or Citizenship Assistance:	0	
20	Job Search Customers:	55	
21	RESEA Customers:	2	
22	DBVI Customers:	0	
23	Network2Work:	1	
24	First Time Visitors:	161	
25	<i>Winchester Center</i>		
26	Total Traffic:	113	
27	Veterans:	7	
28	Customer for Unemployment Assistance/ID.ME:	90	
29	Career Exploration and Training:	6	
30	Customers Seeking GED, Tutoring or Citizenship Assistance:	0	
31	Job Search Customers:	16	
32	RESEA Customers:	0	
33	DARS Customers:	0	
34	No Answer:	0	
35	First Time Visitors:	83	
36			

September

	A	B	C
3	<i>Harrisonburg Center</i>		
4	Total Traffic:	0	
5	Veterans:	0	
6	Customer for Unemployment Assistance/ID.ME:	0	
7	Career Exploration and Training:	0	
8	Customers Seeking GED, Tutoring or Citizenship Assistance:	0	
9	Job Search Customers:	0	
10	RESEA Customers:	0	
11	DARS Customers:	0	
12	No Answer:	0	
13	First Time Visitors:	0	
14	<i>Fishersville Center</i>		
15	Total Traffic:	171	
16	Veterans:	13	
17	Customer for Unemployment Assistance/ID.ME:	102	
18	Career Exploration and Training:	6	
19	Customers Seeking GED, Tutoring or Citizenship Assistance:	0	
20	Job Search Customers:	33	
21	RESEA Customers:	2	
22	DBVI Customers:	0	
23	Network2Work:	2	
24	First Time Visitors:	112	
25	<i>Winchester Center</i>		
26	Total Traffic:	57	
27	Veterans:	5	
28	Customer for Unemployment Assistance/ID.ME:	40	
29	Career Exploration and Training:	5	
30	Customers Seeking GED, Tutoring or Citizenship Assistance:	0	
31	Job Search Customers:	11	
32	RESEA Customers:	0	
33	DARS Customers:	0	
34	SCSEP:	2	
35	First Time Visitors:	41	
36			

October

3	Harrisonburg Center			
4	Total Traffic:	0		
5	Veterans:	0		
6	Customer for Unemployment Assistance/ID.ME:	0		
7	Career Exploration and Training:	0		
8	Customers Seeking GED, Tutoring or Citizenship Assistance:	0		
9	Job Search Customers:	0		
10	RESEA Customers:	0		
11	DARS Customers:	0		
12	No Answer:	0		
13	First Time Visitors:	0		
14	Fishersville Center			
15	Total Traffic:	233		
16	Veterans:	13		
17	Customer for Unemployment Assistance/ID.ME:	149		
18	Career Exploration and Training:	15		
19	Customers Seeking GED, Tutoring or Citizenship Assistance:	0		
20	Job Search Customers:	37		
21	RESEA Customers:	2		
22	DBVI Customers:	1		
23	Network2Work:	3		
24	First Time Visitors:	130		
25	Winchester Center			
26	Total Traffic:	93		
27	Veterans:	18		
28	Customer for Unemployment Assistance/ID.ME:	78		
29	Career Exploration and Training:	15		
30	Customers Seeking GED, Tutoring or Citizenship Assistance:	0		
31	Job Search Customers:	12		
32	RESEA Customers:	0		
33	DARS Customers:	0		
34	SCSEP:	3		
35	First Time Visitors:	58		
36				

Summary: Virtual Services Delivered²

Organization	August through October 2024	Off Site Appointments	May through July 2024	Off Site Appointments
Adult Ed (Laurel Ridge)	548 (89 unduplicated)	4,146 (791 unduplicated)	427 (212 unduplicated)	1,588 (334 unduplicated)
Adult Ed (Region 6)	428 (75 unduplicated)	7,235 (1,939 unduplicated)	128 (24 unduplicated) ³	1,194 (342 unduplicated)
DBVI	291	180	75	24
DARS			Report is in a different format. July through October is below	
WIOA (Y/A/DW)	207	41	331	61
Virginia Works (Harrisonburg and Fishersville)	1,978	134	2,403	177

² This data is not complete for all partners as all partners either do not report or do not report every month. 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.

³ June and July not reported due to some system's issues.

Virginia Works (Winchester)	3,693	17	1,547	
Telamon	2			

DARS

Harrisonburg DARS:

October Applications YTD: 23
 October Plans YTD: 18
 October Successful Closures YTD: 7

Fishersville DARS:

October Applications YTD: 38
 October Plans YTD: 19
 October Successful Closures YTD: 10

Winchester DARS:

October Applications YTD: 19
 October Plans YTD: 20
 October Successful Closures YTD: 8

Full Data Reports available on request.



Shenandoah Valley Workforce Development Board
BOARD DECISION BRIEF
One Stop Certification

Date: November 21, 2024

Reference: The SVWDB is tasked with certifying the region's comprehensive One Stop Center located at 1076 Jefferson Hwy, Staunton, VA, 24401.

Background: Due to the requirements of the Virginia Board of Workforce Development (VBWD) policy number # 300-06 Change 2, titled *American Job Center (AJC) Certification Process*, which states that the SVWDB is required to assemble a panel of area partners to complete the One Stop Certification process. The certification process determines if the Comprehensive Center is fit to be certified, not fit to be certified, or will be certified on a probationary basis. At this time, due to not having a fully executed Infrastructure Funding Agreement (IFA) for Virginia Career Works - Fishersville, the team is recommending that the AJC be certified on a probationary basis pending completion of the IFA. All partners have signed the IFA except for Virginia Works, Department of Workforce Development & Advancement (DWDA). DWDA leadership has been that SVWDB Board review and vote is contingent on the expedited receipt of the signed document.

As documented in policy #300-06, the Certification process included the establishment of a Center Certification Team (CCT), the collection of required documentation, a desk review of documents, staff interviews, completion of Center Certification Standards document, final review and recommendations meeting, and Board and Consortium review and vote.

If the IFA document is signed by Virginia Works and becomes a fully executed document, the CCT recommends that the Comprehensive Center is fit to be certified. If the IFA document is not signed by Virginia Works, which means required documentation is not available for certification, the CCT recommends certification of the center on a probationary basis until the IFA is fully executed.

Issues: No issues identified

Action Needed: A motion to approve the certification of Virginia Career Works – Fishersville on a probationary basis pending final receipt of the signed IFA.

Effective Date: November 21, 2024

State of the Program

Current State:

- New program year funding received and budgeted – current projections predict we can sustain programming with grant funding until January 2026.
- Personnel Change – Shauna is no longer serving the SAW area, and we are working to build out the volunteer program Ridge utilized in Charlottesville for the remainder of the grant.
- Winchester and the Northern Shenandoah Valley continues to be served and built out.

Progress

- 99 Participants Enrolled
 - Northern: 6
 - Central Southern: 93
 - Pending Participants: 42
- 14 Participants Job Ready
 - Northern: 4
 - Central/Southern: 10
- 35 Participants Employed (71%)
 - Northern: 1
 - Central/Southern: 34
 - 71% of employed participants are indicate they are making over 30k/year
 - Highest Salary Reported: \$41,000
- 72 Jobs posted
- 42 Employers
- 37 Active Providers
- 24 Pending Providers

Success Story: Kimberly Gamble enrolled in Network2Work in January 2024. She was unemployed, volunteering at two agencies after several years of unemployment and was facing eviction. She learned about Network2Work from a community partner. Kimberly self-advocates, works hard, and partners with Network2Work to accomplish her goals. Tara has had the pleasure of working alongside her as she continues to reach her full potential. She is now a full-time employee at Sharp Shopper.

Government Trends 2024

A report by Deloitte Center for Government Insights







Crossing boundaries to transform mission effectiveness

Government agencies are collaborating with other entities and the private sector to solve wicked problems, achieving a 10x boost in mission effectiveness.

Big problems like homelessness or climate change extend beyond the boundaries of any particular branch of government. These wicked problems require cross-boundary collaboration—between multiple government agencies, the private sector, nonprofits, and the communities most directly impacted, and sometimes across geographies, states, and even the globe.

For instance, homelessness is a cross-boundary problem. There are many reasons for homelessness, and no one government agency has a simple fix. Attempts by government and civic organizations to help often yield benefits, but they can be difficult to scale.

Coordinating among different organizational cultures, funding structures, and missions is no easy task. It requires systems thinking, looking at the relationships between people and organizations with competing priorities, and understanding the “structures” that underlie complex situations.¹ But cross-boundary missions can lead to dramatic, “10x-level” outcomes:

- Between 1990 and 2003, the Human Genome Project mapped the human genome—a groundbreaking achievement with massive benefits for biological research, medicine, and pharmaceuticals. Investing roughly US\$3 billion, the US

Department of Energy and the National Institute of Health tapped into a network of universities and research centers in 20 countries to achieve this invaluable feat.²

- Since 2011, the city of Houston, Texas, has reduced homelessness by 64%, thanks to a collaborative effort of more than 100 organizations working together on a shared goal.³
- India’s Mission Shakti program aims to empower women through local partnerships by providing employment opportunities and financial security. The program has successfully created over 7 million female entrepreneurs.⁴
- The US Department of Health and Human Services reports that the government has invested more than US\$100 billion in US President’s Emergency Plan for AIDS Relief (PEPFAR) till date to fight the HIV/AIDS epidemic. This investment has resulted in the prevention of millions of HIV infections and saved over 25 million lives.⁵

Few problems respect organizational boundaries. A prime example of this is recidivism, where the successful reintegration of an individual back into society involves a multitude of organizations. Interventions may begin during incarceration, with in-prison counseling,

education, and work experience. Upon release, the individual may require additional support from the government, such as mental health services, substance-abuse counseling, housing, or job training. Helping released individuals find social connections and jobs in the community may involve nonprofits, churches, and businesses. No single agency—not even the government alone—can address all these tasks.⁶

Complex challenges are often best addressed by working across different organizational boundaries. However, collaboration between government agencies is not always easy, as funding streams, legislative authority, and operational hierarchies tend to encourage silos that isolate agencies.⁷ Governments are developing mechanisms to break down these barriers and collaboratively tackle thorny problems.

Breaking trade-offs

Traditionally, lowering costs would mean compromising on quality or slowing down speed. Similarly, achieving improvements in quality would result in higher expenses. To accomplish a 10x boost in performance, leaders must break the constraints of traditional trade-offs. This may involve leveraging technology to minimize the cost of serving clients, partnering with organizations that already offer a service, or relinquishing complete control—and credit—to collaborate. Sharing responsibilities across bureaucratic boundaries can make room for exponential growth. Governments can catalyze innovation and access additional resources to address a problem by tapping into a network.⁸ Consider these approaches that break the “iron triangle” (cost, speed, and quality) model of service delivery trade-offs:

- **Financial incentives:** Initial seed or matching funding from the government can attract nonprofit, academic, and corporate investment, multiplying each dollar’s impact.⁹
- **Skills marketplace:** Specialists in some specific topics may not be readily available within the public sector, especially in just one department. Collaborative efforts gather a range of key skills that can be difficult (and expensive) to hire.

- **Trust amplifiers:** The government can reach wary constituents by collaborating with organizations that have preexisting trusting relationships.
- **Multiplier effects:** A network increases in value with every new participant. Creating a network of stakeholders can start a virtuous cycle. Depending on the problem, it may even be possible to build a self-propelling market that drives toward a solution on its own momentum.

Convergence: A key to 10x change in mission effectiveness

Several tools and tactics can improve cross-boundary collaboration. Certain innovations like cloud-based data-sharing, common application programming interfaces, and new funding models make it easier for partners to steer distinct organizations toward common goals. Other tools like data analytics, ecosystem mapping, nudges, and artificial intelligence will help teams achieve those goals.

Leaders will find an impressive menu of tools to tailor to their specific problems. The public sector now has access to tools that, when used wisely, can make collaboration easier and more effective.

- **Employer-designed training + talent matchmaking + wraparound support = Skilled workers with higher wages (see the Network2Work example below)**
- **Birth registration mobile app + interagency data-sharing = Easy birth registration (see the Singapore LifeSG example below)**
- **Skills training + partnership with banks + access to social networks = Boost in female entrepreneurship (see the Odisha Mission Shakti example below)**

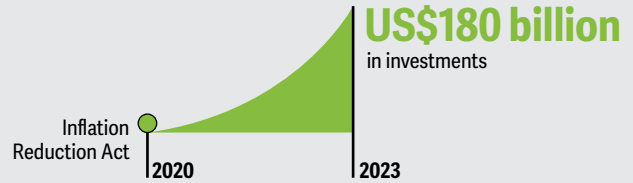
Trend in action

Governments are using several approaches to converge around cross-cutting problems. They are achieving better outcomes through three main strategies:

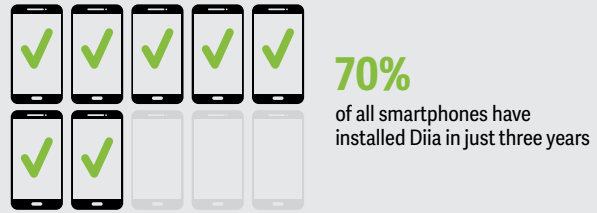
Figure 1

By the numbers: Crossing boundaries to transform mission effectiveness

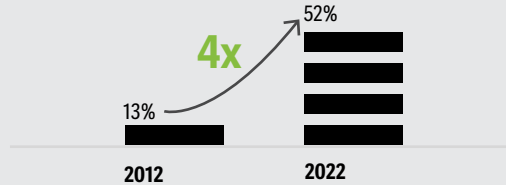
Since the passage of the Inflation Reduction Act in 2020, the private sector has witnessed an uptick in investments, with more than US\$180 billion flowing into clean energy manufacturing projects.



Ukraine's Diia is an integrated digital ecosystem with 70 government services. It has 21.7 million users and is installed on over 70% of all smartphones in just three years.



The government of India's Digital India program has led to a 4x increase in internet penetration.



72% of respondents said that cross-sector collaborations help achieve mission outcomes.

A fifth of federal executives are involved in more than 10 collaborations



Sources: Office of Energy Efficiency & Renewable Energy, "Inflation Reduction Act Spurs Breakthrough in Domestic Wind Production," December 14, 2023; Alesia Didenko, Anastasiia Humeniuk, Olena Koval, and Kateryna Hanenko, "Going digital as Ukraine's new black," UkraineNOW, accessed February 28, 2024; Romita Majumdar, "52% of Indian population had internet access in 2022, says report," The Economic Times, May 3, 2023; Deloitte Center for Government Insights, "The role of cross-sector collaboration in federal agencies," Deloitte, April 2023.

Tapping into boundary-breaking partnerships: Innovative partnerships bring together all stakeholders needed to address a complex problem—whether from different agencies, levels of government, the private sector, academia, or nonprofits. This sometimes means the objectives of programs need to be adjusted to catch up to new, shared definitions of success. One key boundary to break is who should be involved in helping to develop solutions. This so-called “co-production” involves engaging those experiencing a problem in designing a solution.

Using data and technology to focus shared efforts: Governments are building a robust digital infrastructure with data-sharing capabilities, enabling better collaboration among individuals and agencies working on the same problem.

Governance, measurement, and policy shifts to break down silos: Through shared governance, goal-based funding, and other policy shifts, the back-end structure of government can support coordination between stakeholders. When success is designed from multiple perspectives, solutions can address all aspects of a problem and avoid a “one-size-fits-all” definition of success.

Tapping into boundary-breaking partnerships

Myriad problems faced by the government are not confined to the boundaries of individual government agencies. They arise from market forces, dynamic relationships, and entrenched habits. Solutions then require multiple actors to collaborate across a range of disciplines, both within and outside government.

By breaking down silos and encouraging interconnectivity, many governments have achieved 10x improvements on these complex problems.

United Arab Emirates’ Government Accelerators program brings together private and public sectors for innovative solutions

In 2016, the United Arab Emirates launched the Government Accelerators program led by the former assistant director general for Strategy and Innovation at the prime minister’s office. The program focuses on cross-boundary issues and brings together teams comprising participants

from various government agencies, the private sector, and academia.

These teams work on 100-day challenges to develop potential solutions with a sense of urgency, exercising full autonomy to experiment without interference from leadership. On the 50th day, the teams are expected to show progress, and on the 100th day, they present results with ideas to sustain and scale impact. The program’s approach has yielded impressive results, with participating teams successfully addressing diverse issues such as road safety and newborn services.

One team aimed to reduce traffic deaths on the country’s high-risk highways, and the team comprised local officials, road engineers, police, and ambulance drivers. It developed a solution that included road redesign, highway radar, social media awareness campaigns, and faster first-response strategies. At the end of the 100-day challenge, the accelerator team had reduced traffic deaths by 63%.

In 2021, the success of the United Arab Emirates’ Government Accelerators inspired the World Health Organization to adopt a similar model to speed up the achievement of its strategic goals.¹⁰

Building a strong workforce development ecosystem: The importance of reskilling and coordination among key players

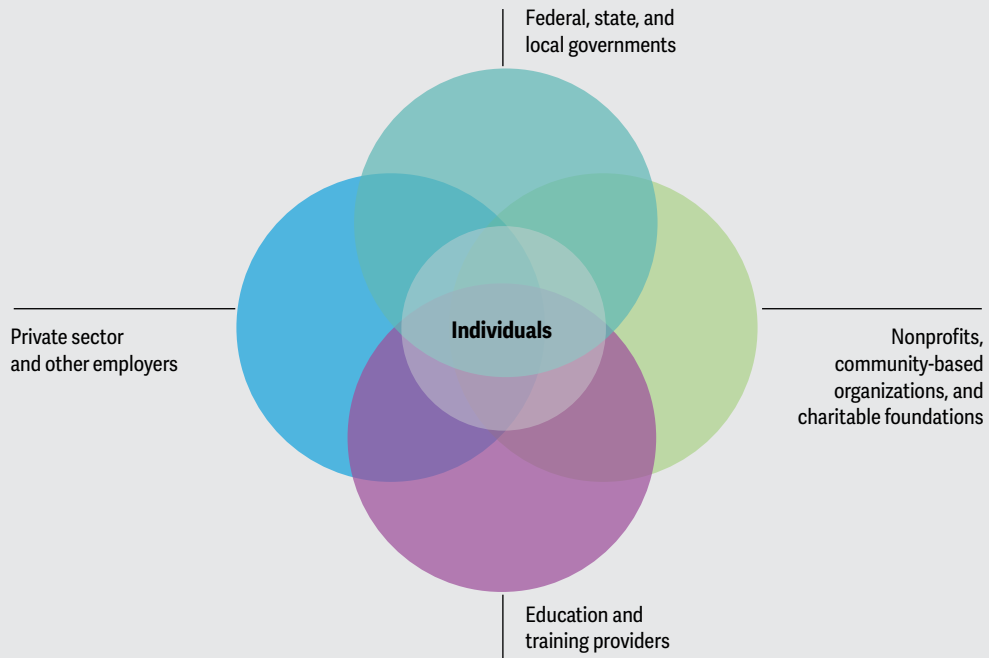
Workforce development occurs in a dynamic ecosystem (figure 1). Each participant—including job seekers, training providers, and employers—has different roles and motivations. It can be challenging to align their incentives to ensure job seekers are trained for in-demand jobs. As technology changes, what is in demand will change as well. Artificial intelligence may be able to write code for an electric vehicle’s 220V charger initialization but can’t physically install the charger. Differentiated training, including those in future trending skills, is critical to equip a wide range of workers.

Coordinating between different players in the labor market has helped regions boost skills and match job seekers with employment. In Charlottesville, Virginia, the nonprofit Network2Work plays the matchmaker role between local employers and job seekers.¹¹ Network2Work coordinates with local employers to

Figure 2

Collaboration is crucial for a strong workforce development ecosystem, and Network2Work has fully embraced this principle

Key participants in the workforce development ecosystem



Source: John O'Leary, Nicole Overley, and Amrita Datar, "Rethinking the workforce development ecosystem: Grow the economy by bridging the skills gap," *Deloitte Insights*, August 8, 2023.

HOW CROSS-SECTOR EFFORTS CAN AMPLIFY 10X IMPROVEMENTS

Big challenges require collaborative solutions. Networks can amplify outcomes by connecting leaders with needed skills, funds, and ideas.

- **Seed money:** The Smart Columbus program, a smart city initiative to improve quality of life, was kick-started when it secured a grant from the US Department of Transportation. These funds became the nucleus for a regional effort that expanded with a grant from the nonprofit Paul G. Allen Family Foundation for US\$10 million, as well as the engagement of numerous civic and business groups and multiple government participants.¹³
- **Prizes:** Prizes and challenges can also tap into networks. The XPRIZE organization sponsors competitions to encourage technological development. Since 1994, it has launched 28 challenges in various fields, including space, food insecurity, and climate. These prizes have attracted 35,000 innovators from around the globe.¹⁴ The XPRIZE challenge has resulted in close to 900 patents and accelerated innovation in multiple industries.¹⁵ Government agencies can also sponsor challenges. In 2021, the US Department of Education launched a US\$1 million digital learning challenge to modernize, accelerate, and improve teaching tools.¹⁶
- **Partnerships:** In 2022, Congress passed the CHIPS Act, which authorizes about US\$52 billion to boost American semiconductor research and manufacturing to reduce reliance on foreign providers (figure 2). This is meant to ensure a broad, collaborative effort that included the participation of the private sector. The CHIPS Act incentivizes private players to manufacture in the United States through government investment in research, manufacturing, and workforce development. This approach allows governments to form critical relationships with manufacturing companies, and it also has a significant dollar multiplier effect. Companies have already invested an additional US\$220 billion.¹⁷

Figure 3

CHIPS Act spurs private investment and job creation in US semiconductor industry

70

new semiconductor ecosystem projects have been announced across the United States

US\$220 billion

worth of private investments announced across **22 states**

44,000

new high-quality jobs announced in the semiconductor ecosystem

Source: Robert Casanova, "The CHIPS Act has already Sparked \$200 billion in private investments for U.S. semiconductor production," Semiconductor Industry Association, December 14, 2022.

identify job needs, while community leaders identify suitable individuals to receive job training at Piedmont Virginia Community College. The organization also provides wraparound support such as childcare, transport, and health care to ensure the success of the newly hired. On average, program graduates more than doubled their income.¹² The success of Network2Work in the Charlottesville area has led to an expansion of the program to other parts of Virginia.

Using data and technology infrastructure to focus shared efforts

Data and technology can help focus the efforts of disparate actors as they work on a difficult, boundary-breaking challenge. By serving as a critical conduit to information, they can encourage the cooperative effort of different players addressing a challenge and spur contributors toward eventual true co-creation.

India Stack boosts financial inclusion through technology

In 2010, India sought to improve financial inclusion for its citizens, particularly among the poor and marginalized. Only one in three citizens had a bank account, and fewer than 50% had a nationally recognized ID to present to bankers.¹⁸ India built a technological foundation for dramatic improvements with India Stack—a digital financial platform that includes digital identity, government benefits, and a financial transactions engine. Over 500 million new bank accounts were opened, more than half of which were opened by women. Additionally, banks' cost to conduct e-KYC has plummeted from US\$23 to US\$0.1.¹⁹ Today, more than 75% of all retail transactions in India go through India Stack.²⁰ Over the last decade, almost 90% of Indian citizens signed up for a digital ID.²¹ By working together, India's government and the banking industry transformed the way financial transactions occurred.

India Stack comprises application programming interfaces, digital products, and frameworks that enable large-scale data-sharing, digital payments, and e-identity. It is owned by various Indian government agencies and subsidiaries.²² (To learn more about India Stack, read our [CX trend](#).)

Enhancing customer experience through life event service delivery: The success of Singapore's LifeSG app

Across the globe, from the United Kingdom to Estonia to Singapore, governments are adopting a life event service delivery structure, which can dramatically enhance a citizen's customer experience.²³ In this structure for organizing government services, a life event—such as a job loss, birth of a child, or death of a loved one—proactively triggers service interactions with multiple government agencies. Without life event services, individuals must navigate various government agencies for a single life change. The United Kingdom, for instance, found that, to register a death officially, the bereaved needed to notify government entities from federal pensions to local tax authorities up to 44 times.²⁴

Life event services can be challenging for governments to implement due to the involvement of multiple government agencies, but the results can be dramatic.

The LifeSG app, an upgraded version of the app formerly known as “Moments of Life,” was introduced in Singapore to assist new parents in handling paperwork related to newborns. By streamlining the process, the app reduced the time needed to register a birth from an hour to just 15 minutes. Since 2018, 70% of Singaporean births have been registered using the app.²⁵ The app has expanded beyond birth notification to cater to the diverse needs of the entire population. In an interview with GovInsider, Gabriyel Wong, director of Moments of Life, said, “We are always looking to onboard service journeys that are intuitive to citizens.”²⁶ With over 1.2 million downloads, LifeSG aims to simplify life by providing one app with a unified interface for over 100 government services.²⁷

Governance, measurement, and policy shifts to break down silos

To tackle cross-boundary problems, leaders need to reevaluate leadership mechanics, including governance, policy, and performance measurement, to foster collaboration.

Odisha's Mission Shakti program leads to a dramatic boost in female entrepreneurship

The government of Odisha—a state in eastern India with a population of 41 million—launched the Mission Shakti program in 2001 to empower women by expanding employment and financial security. (The term “shakti” means “power” and, in Hindu philosophy, is often associated with feminine creative powers.) The government recognized that women faced three critical barriers to entrepreneurship: lack of skills, limited access to networks, and difficulty in securing institutional finance. Women often relied on informal high-interest loans from unscrupulous lenders, and the government sought to address this issue with this initiative.

Mission Shakti partners with nationally known skill development institutes, including nonprofits and academic institutes, to help women upskill. Women are organized into self-help groups to strengthen their networks, a form of co-production that involves them in developing solutions. Further, these groups form block-level federations that provide institutional support for everything from marketing products to lobbying. A strategic partnership between the Mission Shakti

organization and the banking sector ensures that the self-help groups have access to institutional credit. To improve the creditworthiness of members, Mission Shakti provides seed money to each eligible self-help group. It also provides a revolving fund of 2.5 million rupees to the self-help groups to strengthen capacity and provide financial autonomy.²⁸

Mission Shakti self-help groups grew from about 40,000 in 2001 to 600,000, covering 7 million women in 2021.²⁹ The program has transformed the lives of its members across both rural and urban parts of Odisha. For example, according to the 2022 annual report, the Maa Vaibhav Laxmi self-help group, which does woodwork, including making nameplates, souvenirs, and key chains, earns a monthly profit of 35,000 rupees to 40,000 rupees. Likewise, the Debasis self-help group set up a semi-mechanized pickle unit that makes about 800,000 kilograms of pickles annually. The group has an annual turnover of six million rupees with a

monthly profit of 50,000 rupees to 60,000 rupees.³⁰ Mission Shakti program's robust governance has brought all the stakeholders together, making such a significant impact possible.

Collaborative efforts lead to over 60% decrease in homelessness in Houston

Since 2011, Houston has remarkably reduced homelessness by 64%. This success was the result of the coordinated effort of more than 100 organizations aligning on goals and working together to achieve them. As part of the effort, a cross-sector data platform gave all providers access to critical information. Sylvester Turner, the former mayor of Houston, emphasized that collaboration was instrumental in achieving this success. "Collaborate, collaborate, collaborate," Mayor Turner noted on a Deloitte podcast. "No one group can do this by itself."³¹

My take

Reducing homelessness in Houston through collaboration

In 2011, Houston and its surrounding counties found themselves struggling with the sixth largest homeless population in the United States. However, through concerted efforts and a pioneering approach, the city has emerged as a national model in combatting homelessness, achieving a commendable reduction of over 60% in its homeless population.³²

Recognizing the urgency of the situation, a collective effort known as “The Way Home” was founded. This collaboration, comprising more than 100 organizations, included several governmental agencies from various cities and counties, leaders from multiple large and small businesses, major philanthropic organizations, and dozens of nonprofit entities focused on serving individuals experiencing homelessness. With the help of technical assistance from the federal Department of Housing and Urban Development, this group first established its overarching principle—prioritize permanent housing and supplement it with comprehensive support services. The outcome has been substantial, with over 30,000 individuals having been placed in permanent housing since 2012.³³

What sets Houston apart is not only the “housing-first” strategy but also the establishment of a big tent and comprehensive public-private ecosystem comprising businesses, philanthropists, nonprofits, faith groups, and local, state, and federal government agencies—all dedicated to confronting this complex issue. Coordinated by a “lead agency,” the nonprofit Coalition for the Homeless, these 100 organizations are organized into two key components: A diverse and engaged 501(c)(3) board oversees the nonprofit’s governance and sustainability, drawing representatives from the business, government, and nonprofit communities. While the Coalition for the Homeless is responsible for building collaboration among the entities of The Way Home, the Continuum of Care Steering Committee, composed principally of government funders and adjacent system leaders, is responsible for building capacity for housing and services funding for homeless individuals and families.

This collaborative process requires the Coalition for the Homeless to have ongoing and daily interactions with various government administrators who are often fearful of running afoul of complex regulations. The work of building collaboration and building capacity is never complete. Having a strong nonprofit lead agency, independent of any one governmental entity, focused on building collaboration and capacity allows The Way Home to develop comprehensive cross-boundary effectiveness.

Data plays a pivotal role in the system’s decision-making processes. Our Homeless Management Information System is a robust tool that meticulously tracks and analyzes the services rendered to the homeless population. Transparency in our operations is paramount, and high-level data is accessible on our website for public scrutiny.

However, our achievements have not been without hurdles. Persistent issues in our systems, such as the release of individuals from correctional facilities without adequate support, housing discrimination, and a fragmented mental health infrastructure, underscore the systemic challenges we continue to navigate. Further, the difficulty in finding, using, and braiding dozens of state and federal funds with their restrictive regulations and seemingly impossible timelines compound the insecurity of our homeless response system and, thus, our clients.

The work that is being done in Houston and its surrounding counties is both fiscally and morally responsible and proves that government, with the collaboration of its partners outside of government, can be effective and efficient. However, the funding for such programs should be enhanced and made less onerous to use. By prioritizing funding proactive measures to address homelessness, we can decrease future health care and criminal justice expenses and, more importantly, promote positive societal change.



Mike Nichols,
former president
& CEO, Coalition
for the Homeless
of Houston/Harris
County³⁴

What the 10x future holds

- **Bridgebuilder organizations:** As governments converge to solve wicked problems, expect more bridgebuilding activities that handle coordination between different agencies. For example, the US Army and Air Force have formed the Combined Joint All-Domain Command and Control oversight group to combine data and assets for greater synchronization of effort.³⁵
- **Shared funding:** While “shared funding” models are not widespread at scale, the future could see an increase in “issue-focused funding” instead of department or program funding—to support multiple agencies in combined efforts. For example, to advance clean energy nationwide, the Australian federal government established the Rewiring the Nation initiative with AU\$20 billion in funding to transform the country’s electric grid.³⁶
- **Blurred lines between public and private:** Governments are increasingly partnering with private sector participants to pool resources and capabilities. Government incentives can help nudge businesses to embrace social and environmental responsibilities and adopt purpose-driven business models that can help deliver public solutions.

Steps governments can take now

Recognize your organization’s limitations: Sometimes, we all need a helping hand. Recognizing when a problem may be bigger than a single organization is a key first step.

Challenge orthodoxies: Reconsider “how we do things here,” and revisit historical policies that hinder the scope of cross-sector collaboration. Consider moving from a model that funds just one program to a shared funding model.

Focus on outcomes: Shift the focus from processes to outcomes. Define clear objectives, and measure success based on the impact on citizens. Remember that success measures can and should be tailored to organizations’ unique contributions to the coalition of partners tackling the problem.

Embrace digital: Embrace digital technologies and the power of human accelerators like AI to improve overall efficiency, freeing up key stakeholders to focus on the toughest part of the challenge. More and more, the routine aspects of coordinated service delivery can be sourced to “multimodal” cognitive automation tools like AI models trained on working processes across organizations.

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DHCD Quarterly Progress Reporting for TPI Region 8

Narrative Section (Updated Writing Prompts)

Prepared by Sharon Johnson, Ph.D.

The GO Virginia team at DHCD has provided new guidance for completing the **narrative portion** of the quarterly progress report updates. Until such time as the writing prompts on the screen are changed, please refer to the prompts below when completing this task.

1. Quarterly Milestone Update:

Old Prompt: Please provide a description of project work completed or in progress this quarter.

NEW PROMPT: Please refer to the Quarterly Milestone list included in your grant contract. For the current reporting quarter, list each milestone and provide an update related to its progress or completion.

Project Timeline and Milestones

Month 1 to Month 3 (July 2024 to September 2024)

Detail Planning and Preparation

- **Milestone:** Report progress at quarterly Council meetings and upon request between meetings.
Progress Update: A TPI summary status update report has been provided at each Region 8 Council meeting and a detailed status update report is provided at each SVWDB Board meeting with questions and discussion from the Board members and invited guests which includes board members, locality City Managers, County Administrators, local economic development and engaged stakeholders.
- **Milestone:** Develop TPI communication plan; council, localities, economic development, stakeholders/partners.
Progress Update: A communication plan was developed with standard meetings for the Region 8 Council, SVWDB Board of Directors and local Elected Officials Consortium. TPI outreach and awareness building activities are also part of the plan for regional communication. Presentations and updates have been provided for the Shenandoah Valley Business Solutions Teams, the Northern Shenandoah Valley National Manufacturing Day event, the JMU Shenandoah Valley Collaborative Economic Summit, and Chambers of Commerce. TPI flyers have been developed and are used for outreach and roundtable and interview scheduling.
- **Milestone:** Prepare Industry Coalition plan for industry and education roundtables and interviews; materials, schedule, business contacts, education contacts, logistics, conduct marketing, pilot, focus group protocols and questions, interview protocols and questions, etc.
Progress Update: For qualitative data gathering, employer roundtables have been scheduled in Winchester, Mt. Jackson, Harrisonburg, Verona, Buena Vista and Lexington. Two employer roundtables have been completed. The remaining four employer roundtables are scheduled for November. Interviews are in progress and have been

conducted with economic development, community colleges, universities, high schools and businesses that could not participate in an employer roundtables. Employer roundtable scheduling and logistics planning is complete. Regional stakeholder groups were used to compile employer roundtable contact lists and employers were contacted by trusted stakeholder contacts with an existing relationship. The employer contact list will continue to grow over the next quarter as interviews continue. Roundtable and interview protocols were developed, approved and piloted. For quantitative data gathering, research and analysis has been conducted to establish a strong TPI foundation. The research methodology has encompassed multiple data streams, beginning with a thorough review of recent Region 8 GO Virginia Economic and Diversification Plans to identify historical trends and previous findings. Current labor market data was acquired and analyzed across several dimensions, including target industry growth patterns, workforce demographics, and broader economic performance indicators for Region 8 as a whole, along with its constituent subregions. Additionally, preliminary mapping exercises were completed to visualize the geographical distribution of workforce assets and opportunities.

- **Milestone:** Develop research plan with WorkED Consulting; roles and responsibilities, staffing, timeline, etc.

Progress Update: The research plan is implemented. All staffing is in place for project management and the qualitative and quantitative teams. There are weekly project meetings and as needed email and phone communications between the SVWDB regional TPI coordinator and the WorkED TPI project coordinator.

- **Milestone:** Obtain JobsEQ license

Progress Update: Data platform licensure has been discussed with a JobsEQ representative and the contract has been drafted and will be signed by the end of October. Training is being scheduled.

***If applicable, provide an update to a quarterly milestone that you did not meet in a previous report.**

Response: Quarterly milestones have been met and progress toward Q2 milestones are underway.

2. Achieved Outcomes Update:

Old Prompt: Description of Achieved Outcomes/Products

NEW PROMPT: Please refer to the Achieved Outcomes list included in your grant contract and complete A and B below:

A. List each Achieved Outcome and provide an update regarding progress or completion *during the reporting quarter*.

- 18 employer interviews
- 2 Economic Development Director focus groups (Northern & Central)
- 2 Economic Development Director interviews (Southern)
- 3 University interviews
- 3 Community College interviews (one of which is a CTC)

- 3 High School interviews (Central & Southern)
- 17 total participants across two Roundtable Discussions (9/30 & 10/1)
- 6 employer roundtables scheduled

B. List each Achieved Outcome and provide a *cumulative total* completed since the inception of the project.

Response: There are no archived outcomes because this is the first quarter to provide a project narrative report.

3. Barriers:

Old Prompt: Please describe any barriers to the project at this time.

NEW PROMPT If applicable, please identify a specific Milestone(s) and/or Achieved Outcome(s) that was not met during the reporting quarter and include a brief explanation.
Not Applicable.

TALENT PATHWAYS INITIATIVE

The Talent Pathways Initiative will issue a final report, including an analysis of data and strategic recommendations for addressing the talent, capacity, and demand pipeline.



(Region 8:
Manufacturing &
Transportation
Logistics)



Talent = the people & supply of labor for jobs



Capacity = ability to educate & up-skill the talent for occupations



Demand = growth of jobs, types of jobs, & skills to perform in those jobs

In partnership with:



Need Skilled Workers?



EMPLOYERS & BUSINESS OWNERS

ADDRESS LABOR SHORTAGES

Workforce stakeholders are collaborating to address skilled worker shortages in **Manufacturing** and **Transportation & Logistics** in the Shenandoah Valley by identifying employer needs, aligning training with business requirements, and supporting on-the-job training.



GET INVOLVED TELL US WHAT YOU NEED



Participate in a roundtable with other employers

Lunch included!

Roundtables

SCAN QR CODE TO RSVP



2024 Roundtable Dates:

Sep. 30
Oct. 1
Nov. 12
Nov. 13
Nov. 14
Nov. 15

More information available in link

Participate in an individual interview

Interviews

SCAN QR CODE TO SCHEDULE



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Questions?



Subject: Invitation to Participate in Workforce Discussions

To: Manufacturing and Transportation and Logistics Employers:

The Shenandoah Valley Talent Pathways Initiative (SVTPI) is organizing a series of roundtable discussions and interviews with employers across the Shenandoah Valley region. Our goal is to gain a deeper understanding of employer workforce challenges and the labor markets in the manufacturing and transportation/logistics sectors. Your insights will be invaluable in helping us identify, prioritize and fund future workforce and training related projects to address the talent and capacity challenges facing your industries.

If you are interested in participating in a **Roundtable discussion**, please RSVP by using this link <https://app.smartsheet.com/b/form/Oea74bfdcb0f435d8d4a7ce2fa4d1fbf>. You may also RSVP by using the QR code on the attached flyer.

Dates and locations for Roundtable discussions. **Lunch is provided.**

Monday, 9/30, 11:00 – 1:00

Harrisonburg City Hall, 409 S. Main St., Harrisonburg, VA (Room 12 Downstairs)

Tuesday, 10/1, 11:00 – 1:00

Augusta County Government Center, 18 Government Center Lane, Verona, VA (Smith East Room)

Tuesday, 11/12, 11:00 – 1:00

Shenandoah University, Winchester, VA (Room TBD)

Wednesday, 11/13, 11:00 – 1:00

Triplett Tech, 6375 S. Main St., Mt. Jackson, VA

Thursday, 11/14, 11:00 – 1:00

Mountain Gateway Community College Rockbridge Regional Center, 35 Vista Links Dr, Buena Vista, VA.

Friday, 11/15, 11:00 – 1:00

Lexington Location to be finalized

If you would like to participate in a **virtual interview**, please complete a contact form using this link <https://app.smartsheet.com/b/form/a6313d77bcc246e9875601fa6390f321>. You may also schedule a virtual interview by using the QR code on the attached flyer. A member of the research team from WorkED Consulting will work with you to schedule an interview.

We look forward to hearing from you. Thank you in advance.

Sharon Johnson

SHARON JOHNSON Ph.D.

Chief Executive Officer

Shenandoah Valley Workforce Development Board, Inc.

Harrisonburg, VA 22803



SVWDB Board and CEO Consortium

Meeting Dates 2025

Meetings are quarterly on the 2nd month of the quarter and
the 3rd Thursday of the month
10:00 a.m. – 12:00 p.m.

February 20, 2025

May 15, 2025

August 21, 2025

November 20, 2025

(Thanksgiving is November 27, 2025)

Executive Committee Meeting Dates 2025

Meetings are quarterly immediately following the Board and Consortium meeting,
12:15 – 2:00 p.m.

February 20, 2025

May 15, 2025

August 21, 2025

November 20, 2025