



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

**SVWDB Board of Directors Meeting**  
**Wednesday, February 3, 2021, 10:00 a.m. – 12:00 p.m.**  
**Zoom Meeting Link:**

**Call to Order and Electronic Meeting Introduction**

Jeff Stapel

- Roll Call

Joan Hollen

**Approval of Minutes**

Jeff Stapel

- Board Minutes – October 8, 2020 **(Vote Required)**

**Committee Reports**

- Executive Committee

Jeff Stapel

- Eligible Training Provider/Program Recertification (Executive Committee Vote)
- Policy Updates (Executive Committee Vote)
- Network2Work Update
- One Stop Operator Waiver
- VCW Center Functions

- Finance Committee

Jo Lee Loveland Link

- Final Audit/Form 990 for Year ending 6.30.20
- Overview of Financial Responsibilities
- Budget Re-forecast Review and Comparative Analysis
  - SVWDB Finance Reporting Template
  - SVWDB Finance Report

Lori Strumpf, Strumpf Assoc.

Joe Kennedy

Joe Kennedy

**LWDA 4 Local Plan and Strategic Plan**

Jeff Stapel

- Presentation of LWDA 4 Strategic Plan
- Presentation of LWDA 4 Local Plan (vote required)
- Strategic Planning & Implementation Next Steps

Lori Strumpf, Strumpf Assoc.

Sharon Johnson

**Valley to Virginia (V2V) Advisory Council Report** (included in meeting packet)

- SVWDB was featured in the National Governors Assoc. report *Registered Apprenticeship Reimagined. Lessons Learned from the American Apprenticeship Initiative* (pg. 13 at the link below)

[https://www.nga.org/wp-content/uploads/2020/11/NGA\\_AAI\\_Report.pdf](https://www.nga.org/wp-content/uploads/2020/11/NGA_AAI_Report.pdf)

**SVWDB Communications and Outreach Report** (included in meeting packet)

**Other Business**

Jeff Stapel

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

Jeff Stapel

**Adjournment**

Jeff Stapel

**Next SVWDB Board Meeting: April 8, 2021, 10:00 a.m. – noon, Location TBD**

## **Public Input Rules and Guidelines**

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

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

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

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This workforce product was created using 100% of federal U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award of \$1,460,148 (#AA-33260-19-55-A-51) 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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**SVWD Board of Directors Meeting  
October 8, 2020, 10:00 a.m. – 12:00 p.m.  
Virtual Zoom Meeting**

**Call to Order and Welcome:** Chair Jeff Stapel called the meeting to order at 10:00 a.m. and read the notice of electronic meeting.

We are operating under a state of emergency, and the Consortium cannot meet physically because of social distancing requirements. We are holding this meeting electronically via Zoom.

- HB 29, Amendment 28, section (g), among other authority, permits the Consortium to hold this meeting.
- Notice of this meeting was provided on the Board's social media pages and on its website. The public has access to this meeting through the Zoom software.
- This meeting is being recorded and will be available upon request.
- We will have a public comment period at the end of the meeting. In order to comment, members of the public must submit an e-mail requesting the opportunity to the address [jhollen@vcwvalley.com](mailto:jhollen@vcwvalley.com). Comments will be limited to 3 minutes per person.
- When Consortium members or staff speak, please be sure to identify yourselves in advance. One speaker at a time, please.
- All votes will be by roll call and recorded in the minutes.
- If anyone leaves the meeting early or arrives late, please announce yourselves so that the Secretary can record this in the minutes.
- Does anyone have any questions about the process? There were no questions.

**Roll Call:** The roll was called and a quorum of the Board was present.

**Private Sector Members Present:** Corey Berkstresser, Cara Major, Courtney Thompson, Jeff Stapel, Jo Lee Loveland-Link, Pam Snyder, Pat Olegher, Randall Doyle, Robin Sullenberger, Samuel Insanna, Yolanda Shields

**Public Sector Members Present:** Amy Judd, Celest Williams, Chris Pope, Gary Keener, Jackson Green, Jeanian Clark, John Downey, John Jackson, Kai Degner, Katy Parrish, Rob Goldsmith, Sallie Wolfe-Garrison, Sharon Baroncelli

**Approval of Minutes:** The minutes of the July 7, 2020 SVWDB Board of Directors meeting were presented for approval. Motion by Pam Snyder to approve the minutes of the July 7, 2020 SVWDB Board of Directors meetings as presented. Second by Chris Pope. Motion passed unanimously by roll call vote. (See attached SVWDB Board Roll Call and Vote Record.)

**Executive Committee Reports**

**Eligible Training Provider/Program Certification:** Chair Stapel reported that two new training providers with five new training program applications were received and reviewed by staff. Empowering Health was approved as a training provider and their Certified Nurse Aide program was approved. A training provider application from Star Beauty School, LLC and application for four programs were placed on hold for further evaluation by staff.

**One Stop Operator Waiver:** Sharon Johnson reported that no proposals were received from the two One Stop Operator RFPs. After talking with the VCCS, the next step would be for the SVWDB to prepare a One Stop Operator waiver. The SVWDB has obtained waivers to operate Youth and Adult/Dislocated Worker services. On July 1, SVWDB began providing services for Youth and Adult and Dislocated programs. Staff was hired to operate the centers and serve job seekers and youth. SVWDB is working collaboratively with VCW Center partners to fill the role of the One Stop Operator.

## Finance Committee Report

**Finance Staff Resignations:** Finance Committee Chair Jo Lee Loveland Link reported that on August 12, the Executive and Finance Committee were informed that our CFO had accepted another position as Vice President of Finance for a government consulting firm. That same day, a posting was released for a new Finance Director. Matthew Green, our Grants Accountant, also submitted his resignation. Both staff members departed on September 2. Staff moved quickly to identify a solution for the finance functions of the organization. Loretta Snow returned to fill the interim role of Financial Officer.

**Strategic Accounting Review and Options:** The Executive and Finance Committee met to discuss the best options for financial management. An RFP for accounting services was released as well as investigation into a hybrid model that combined hiring finance staff and outsourcing some accounting functions. The Finance Committee received and reviewed two proposals for the Finance Services RFP. The Finance Committee was in agreement that the two contractor proposals received were unacceptable for a number of reasons, including the high cost of each proposal, which was almost comparable to the cost outlay for the previous Finance staff. The evaluation of the hybrid option was not viable due to the volume of work that would need to be outsourced. The Finance Director position was posted and applicants are being evaluated. Chair Stapel commended staff and the committees for their work and thinking outside the box to find a solution.

**Budget Update:** Sharon Johnson reported that the Board is operating under the FY20-21 Budget that was approved by the Board. The Board is staying current on financial operations. A budget modification will be necessary because when the budget was developed and approved we did not know the final amount of Goodwill funds remaining and we received an additional DOL allocation of \$62,000 and \$10,000 to support the Local Plan development from the state that needs to be added to the budget.

**SVWDB Year End June 30, 2020 Audit Report:** The draft year-end June 30, 2020 audit was received and distributed to the Board and staff to review. The audit firm is reviewing the audit for quality control. There were no findings in the draft audit report and the report was clean. Questions about the audit should be directed to Sharon Johnson or Finance Committee Chair Loveland Link.

## Strategic Board Business

**Local Workforce Area Plan Development:** Sharon Johnson reported that we are beginning the process of updating the Local Workforce Area Plan. Requirements include development of a strategic plan that will inform the development of a local plan that is specific to WIOA and program requirements. The goal is to have a solid strategic plan that includes an implementation to set goals and track progress. The Local Workforce Area Plan is due to the state by March 1, 2021.

A Request for Quote was released for the Strategic Planning process and Local Plan development. A facilitator will be secured by the first of November. The Board will form a Strategic Planning Committee of 12-15 members to work with the facilitator to guide the strategic planning process. Time commitment for the Strategic Planning Committee is estimated to be four to five planning sessions that will take place in November, December and January. Board members were asked to notify Sharon Johnson or Joan Hollen if they are interested in serving on the Strategic Planning Committee.

**Network2Work Service Delivery Status:** Governor Northam announced the expansion of the Network2Work initiative and investment of \$1.7 million over the next two years to expand the program. The state will work in partnership with the Virginia Community College System to scale up the Network2Work model in the Shenandoah Valley, Hampton Roads, and Greater Richmond regions. Ridge Schuyler, the developer of the Network2Work model, is on loan to the Governor's Office to head the initiative. The SVWDB is the only Workforce Board to lead the initiative in the pilot program and will work to align Network2Work with WIOA operation requirements. SVWDB has staff in place to support the Network2Work service delivery model and are working through the detailed processes for implementation. A software tool is a key component to the Network2Work model and SVWDB has Economic Equity Grant funding to support the software development. It is anticipated that the software will be available by the first quarter of 2021.

**Board Staff Office Move:** Sharon Johnson reported that the lease on the Ice House office space expires at the end of December. SVWDB gave notice that they will not renew the lease. Board staff is being moved to workforce

centers and some staff will work remotely. This move will save money and provide more connectivity and synergy for the SVWDB staff.

**Workforce Grants:** The American Apprenticeship Initiative grant will end on June 31, 2021 and SVWDB staff will be reduced when grant staff complete the grant. An extension will be requested for the Economic Equity grant. SVWDB, in partnership with LFCC, BRCC and DSLCC, will apply for an H-1B One Workforce Partnership grant through the Department of Labor. The grant application will focus on the manufacturing and information technology sectors and will serve unemployed, underemployed and incumbent workers.

## **WIOA Operations**

**Workforce Center Reopening Status:** Workforce centers continue to be closed to the public. Service delivery has continued through virtual services but some training has been delayed due to Covid. The Harrisonburg Virginia Career Works Center opened in July to provide services in person by appointment, but the majority of service requests were for unemployment insurance assistance. Through consultation with VEC, the decision was made to close the center to the public and provide all services through phone appointments.

**Unemployment Insurance Update:** VEC District Manager Chris Pope provided an update on unemployment insurance. The VEC is working with four different programs to serve the unemployed. VEC has had 1.3 million unemployment claims filed and 92% of applicants have received unemployment services. Claims that encounter issues must be adjudicated by law, which is causing a backup in claim processing. VEC has staff operating seven days a week for 17 hours a day in some places. Call centers are available and VEC has doubled their staff, realigned staff and hired third party vendors to support unemployment claim processing. Unemployment in the Harrisonburg service area was at 4.9% in September which is down from 6.3% in July and up from the 2.9% unemployment rate for the same period last year. The work search waiver is still in effect until the Governor remove the State of Emergency for Virginia.

**Operations Performance 1<sup>st</sup> Quarter:** Sharon Johnson presented first quarter performance metrics showing high level performance indicators for the first quarter of program implementation under the new, reduced staffing model. New enrollments are up for the 1st Quarter even with the challenges of Covid and fewer staff. The number of job seekers carried forward has been reduced this year and files have been closed on participants that are non-responsive or no longer receiving services. First quarter obligations total \$271,402 with a breakdown of individual services provided for 56 individuals. Performance metrics and goals will be determined through the strategic planning process the Board is about to undertake. Board members with recommendations for metrics should notify Sharon Johnson or participate on the strategic planning committee to provide input.

**Job Seeker Concerns, Outreach and Enrollments:** While there was an increase in the number of new enrollments, the enrollment of 56 new job seekers was a lower number than expected considering the high unemployment rate. People are not looking for jobs. Employers are actively seeking employees but are having a difficult time finding people who want to work. This situation could be due to people being afraid to work due to Covid risk, those with children not having childcare available and continued unemployment insurance. Center staff are working on ways to provide outreach and engage job seekers virtually.

The Board discussed the challenge of finding job seekers.

- Employers have a lot of open positions and want to know where are the job seekers.
- The lack of job seekers is a supply issue and creative solutions need to be considered to recruit and develop talent to support the manufacturing and healthcare industries.
- People are making as much or more on unemployment and have no incentive to work.
- Data is needed to determine why there is a lack of job seekers.
- There are people with barriers to employment that could be provided supports to enter the workforce.
- Group coaching could be an option to provide momentum and build relationships because job seekers and unemployed people know other unemployed people. (Aligns with philosophy of Network2Work.)

## **Valley to Virginia (V2V) Advisory Council Meeting (American Apprenticeship Initiative – AAI)**

Debby Hopkins reported that the AAI grant staff have continued to get people enrolled in apprenticeship classes in spite of the pandemic and are continuing to enroll participants in the V2V grant program to spend the remaining grant funding. There have been 34 new apprentices, primarily electricians, added in the quarter ending September 30, 2020. Two successful Hershey boot camps were held in August. Job coaches were added to support boot camp participants and act as an intermediary between the employee and company. Job coaches are proving to be

a successful model for employee onboarding and retention. The boot camps included ten opportunity youth participants.

Our region was selected by the Department of Labor for on-site evaluations of companies employing grantees. The biggest challenge was scheduling the on-site evaluations due to the employers being very busy. We thought we were finished with the evaluations but, the DOL evaluators came back to evaluate two more companies. Hershey and Design Electric participated in the evaluation and employees received survey forms. We will receive a report on the evaluations.

Debby participated in a webinar through the US Department of Labor and representatives from the Office of Disability Employment Policy heard her talk about candidates from Wilson Workforce and Rehabilitation Center. Laura Williams, an apprentice at ComSonics, Inc. was selected to be highlighted in *Apprenticeship Connections*, the official newsletter of State Apprenticeship Expansion grantees. Laura completed the Wilson Workforce and Rehabilitation Center Manufacturing Technology Training Program, a pre-apprenticeship training supported by the V2V Apprenticeship Grant. SVWDB was instrumental in helping ComSonics craft their successful registered apprenticeship program. Debby noted that the more you can put a face on success, the more underrepresented people you can serve.

**Other Business:** Board members that have not returned their Economic Interest Statements were asked to send them to Joan Hollen. The 2021 SVWDB Board Meeting dates will be send out following the meeting.

**Public Input:** There was no request for public input.

**Adjournment:** There being no further business to come before the Board, the meeting adjourned at 11:36 a.m.

Respectfully submitted,  
Joan Hollen

***Next SVWDB Board Meeting: January 14, 2021, 10:00 a.m. – noon***  
***Location: Virtual by Zoom***

**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**  
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## Shenandoah Valley Workforce Development Board

### EXECUTIVE COMMITTEE DECISION BRIEF Eligible Training Program Recertification

**Date:** February 1, 2021

**Reference:** Once it has been determined that a WIOA client is in need of training in order to secure full-time employment and has the ability to successfully participate and complete training and work in the occupation for which he or she is seeking training, the Virginia Career Works case manager may provide the client with a list of Workforce Development Board-approved “Eligible Training Providers”. Training vendors wishing to be certified as Eligible Training Providers may submit a training provider application and a program application for each program considered by the Board. Both the training provider and program applications are examined for completeness and accuracy by Board staff and acted upon at the next Board or Executive Committee meeting. Eligible Training Provider status is subject to annual performance metric review and recertification by the Board or Executive Committee.

**Purpose:** The staff has received and reviewed documents for recertification of 142 programs. Through the recertification process, state training provider and program performance requirements must be evaluated annually and a level of performance is required to meet or exceed 50% for participant training completion rate and 65% for credential attainment. After staff review, recertification documents are considered complete. Please see attachment “Eligible Training Provider Recertification Performance Information” for a list of training providers and programs to be considered for recertification.

**Issues:** No Issues

**Recommendations:** The staff recommends Executive Committee review of the performance information, discussion as needed, and a vote to approve or deny recertification status for each application. The complete recertification packets are available at the SVWDB Office for additional committee member review.

**Action Suggested:** A motion and vote to approve or deny training provider and program recertification by the SVWDB.

**Effective Date:** February 3, 2021

**Eligible Training Provider Recertification**  
**Performance Information for Program Year 7/1/2019-6/30/2020**

**Blue Ridge Community College**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>
A+, Network+, CCNA, CCNP, Security+ (Protrain)	0	NA	NA	NA	NA	NA	NA	NA
Accounting - Associates Degree Program	1	0	1	100%	1	100%	1	100%
Administrative Professional with Microsoft Office Specialist 2016 (online Ed2Go)	0	NA	NA	NA	NA	NA	NA	NA
Administrative Professional with Microsoft Office Specialist 2016 (online Ed2Go, Vouchers included)	0	NA	NA	NA	NA	NA	NA	NA
Business Management Associates Degree Program	1	1	NA	NA	NA	NA	NA	NA
CDL – Class A	17	0	16	94%	16	100%	8	50%
Certified Clinical Medical Assistant	1	0	1	100%	1	100%	1	100%
Certified Professional Coder Prep Course	0	NA	NA	NA	NA	NA	NA	NA
CompTIA Network+ Prep and Certification	0	NA	NA	NA	NA	NA	NA	NA
CompTIA Security+ Prep and Certification	0	NA	NA	NA	NA	NA	NA	NA
Customer Service and Sales	0	NA	NA	NA	NA	NA	NA	NA
Forklift Operation-sit Down, Stand up, High Reach and Electric Pallet Jack	0	NA	NA	NA	NA	NA	NA	NA
Logistics Certification Program	1	1	NA	NA	NA	NA	NA	NA
Machining Program	0	NA	NA	NA	NA	NA	NA	NA
Manufacturing Specialist	0	NA	NA	NA	NA	NA	NA	NA
Manufacturing Specialist/Manufacturing Technician 1	0	NA	NA	NA	NA	NA	NA	NA
Medical Office Assistant Training Program	1	0	0	0%	NA	NA	NA	NA
Microsoft Office Specialist (Ed2Go Online)	0	NA	NA	NA	NA	NA	NA	NA
Nurse Aide Training Program	1	0	1	100%	1	100%	1	100%
Pharmacy Technician	0	NA	NA	NA	NA	NA	NA	NA
Phlebotomy Technician	1	0	1	100%	1	100%	0	%
Professional Bookkeeping with Quickbooks 2015 (online Ed2Go)	0	NA	NA	NA	NA	NA	NA	NA
Professional Bookkeeping with Quickbooks 2015 (online Ed2Go, software included)	0	NA	NA	NA	NA	NA	NA	NA
Professional Bookkeeping with Quickbooks 2017 (online, Ed2Go, software included)	1	0	1	100%	1	100%	0	0%
Registered Medical Assistant Training Program	0	NA	NA	NA	NA	NA	NA	NA
Nursing	1	1	0	NA	NA	NA	NA	NA
Welding	2	0	0	0%	NA	NA	NA	NA

Median Wage - 16.73

**Dabney Lancaster Community College**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>
Business Administration-Arts and Sciences Degree	0	NA	NA	NA	NA	NA	NA	NA
Business Management-Associate of Applied Science	0	NA	NA	NA	NA	NA	NA	NA
Class A Commercial Driver's License	0	NA	NA	NA	NA	NA	NA	NA
Clinical Medical Assistant	0	NA	NA	NA	NA	NA	NA	NA
Electrical & Instrumentation Technology Technical Studies AAS Degree	0	NA	NA	NA	NA	NA	NA	NA
Electrical Wiring Fundamentals - Career Studies Certificate	0	NA	NA	NA	NA	NA	NA	NA
Instrumentation Technology Fundamentals - Career Studies Certificate	0	NA	NA	NA	NA	NA	NA	NA
Practical Nursing Certificate	1	0	0	0%	NA	NA	NA	NA
Pharmacy Technician	0	NA	NA	NA	NA	NA	NA	NA
Phlebotomy Technician	1	0	1	100%	1	100%	1	100%
Nursing - Associate in Applied Science Degree	0	NA	NA	NA	NA	NA	NA	NA
Welding Certificate	0	NA	NA	NA	NA	NA	NA	NA
Admin. Professional with Microsoft Office Specialist 2016- Online Ed2Go	0	NA	NA	NA	NA	NA	NA	NA
Administration of Justice - Associate of Applied Science	0	NA	NA	NA	NA	NA	NA	NA
Advanced Healthcare Certificate	0	NA	NA	NA	NA	NA	NA	NA
Certified Nurse Assistant (credit program)	0	NA	NA	NA	NA	NA	NA	NA
CPC Medical Billing and Coding with exam Voucher (ED2go)	0	NA	NA	NA	NA	NA	NA	NA
Intuit Quickbooks 2015 Online	0	NA	NA	NA	NA	NA	NA	NA

Median Wage - 10.05



Pharmacy Technician Career Prep Professional - ProTrain Online	0	NA	NA	NA	NA	NA	NA	NA
Customer Service and Sales Certification	0	NA	NA	NA	NA	NA	NA	NA
EPA 608 Refrigerant Handling Universal Certification	0	NA	NA	NA	NA	NA	NA	NA
Massage Therapy - Career Studies Certificate	0	NA	NA	NA	NA	NA	NA	NA
Master Automobile Technician Exam Prep	0	NA	NA	NA	NA	NA	NA	NA
OSHA 10 General Industry	0	NA	NA	NA	NA	NA	NA	NA
Private Security Services Career Studies Certificate	0	NA	NA	NA	NA	NA	NA	NA
Urban Forestry - Career Studies Certificate	0	NA	NA	NA	NA	NA	NA	NA
Culinary Arts Certificate	0	NA	NA	NA	NA	NA	NA	NA
Culinary Arts - Associate in Applied Science	0	NA	NA	NA	NA	NA	NA	NA
NCCER Core Curriculum	0	NA	NA	NA	NA	NA	NA	NA
Information Systems Technology - Associate of Applied Science Degree	0	NA	NA	NA	NA	NA	NA	NA

#### **JMU Outreach and Engagement**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>	<b>Median Wage - NA</b>
Certified Financial Planner CFP Certification Education Program	0	NA	NA	NA	NA	NA	NA	NA	
Paralegal Studies	0	NA	NA	NA	NA	NA	NA	NA	
Project Management	0	NA	NA	NA	NA	NA	NA	NA	
SHRM Essentials of HR Management	0	NA	NA	NA	NA	NA	NA	NA	
SHRM Learning System for SHRM-CP/SHRM-SCP	0	NA	NA	NA	NA	NA	NA	NA	
Six Sigma Black Belt Certification	0	NA	NA	NA	NA	NA	NA	NA	
Six Sigma Green Belt Certification	0	NA	NA	NA	NA	NA	NA	NA	

#### **Lord Fairfax Community College**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>	<b>Median Wage - 15.50</b>
Professional Truck Driver - CDL Class A	15	0	14	93%	14	100%	6	43%	
Certified Nurse Aid	0	NA	NA	NA	NA	NA	NA	NA	
Certified Personal Trainer ( No Longer Offered)	0	NA	NA	NA	NA	NA	NA	NA	
Clinical Medical Assistant- Fast Track Program	8	4	4	50%	4	100%	3	75%	
CNC Programming Basics (Industrial Maintenance)	0	NA	NA	NA	NA	NA	NA	NA	
CompTIA A+ Prep and Certification	0	NA	NA	NA	NA	NA	NA	NA	
CompTIA Network+ Prep and Certification	0	NA	NA	NA	NA	NA	NA	NA	
CompTIA Security+ Prep and Certification	0	NA	NA	NA	NA	NA	NA	NA	
Construction Project Manager	0	NA	NA	NA	NA	NA	NA	NA	
Dental Assisting	1	0	1	100%	1	100%	1	100%	
Electrical Apprenticeship Level 1	0	NA	NA	NA	NA	NA	NA	NA	
Electrical Apprenticeship Level 2	0	NA	NA	NA	NA	NA	NA	NA	
Electrical Apprenticeship Level 3	0	NA	NA	NA	NA	NA	NA	NA	
Electrical Apprenticeship Level 4	0	NA	NA	NA	NA	NA	NA	NA	
Heavy Equipment Operator Level 1	2	1	1	100	1	100	0	0%	
Heavy Equipment Operator Level 2	0	NA	NA	NA	NA	NA	NA	NA	
HVAC Technician	3	1	2	100%	2	100%	1	50%	
Industrial Electrical (Industrial Maintenance)	0	NA	NA	NA	NA	NA	NA	NA	
Manufacturing Technician	0	NA	NA	NA	NA	NA	NA	NA	
Mechtronics Level 1 (Industrial Maintenance)	2	0	1	50%	1	100%	0	0%	
Mechatronics Level 2 (Industrial Maintenance)	0	NA	NA	NA	NA	NA	NA	NA	
Medical Coding & Billing (No Longer Offered as of 1/2021)	0	NA	NA	NA	NA	NA	NA	NA	
Medical Scribe	0	NA	NA	NA	NA	NA	NA	NA	
Medication Aide	0	NA	NA	NA	NA	NA	NA	NA	
Microsoft Excel MOS Certification Prep and Exam	0	NA	NA	NA	NA	NA	NA	NA	
Patient Service Rep. - Certified Medical Office Administration	0	NA	NA	NA	NA	NA	NA	NA	
Pharmacy Technician	3	1	2	100%	2	100%	2	100%	
Phlebotomy Technician Program	0	NA	NA	NA	NA	NA	NA	NA	
Project Management Professional	0	NA	NA	NA	NA	NA	NA	NA	
SHRM Learning System for SHRM CP and SRM SCP	0	NA	NA	NA	NA	NA	NA	NA	
Welding	4	0	3	75%	3	100%	1	33%	

**Massanutten Technical Center**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>
Auto Body I	0	NA	NA	NA	NA	NA	NA	NA
Auto Body II	0	NA	NA	NA	NA	NA	NA	NA
Auto Mechanics I	0	NA	NA	NA	NA	NA	NA	NA
Auto Mechanics II	0	NA	NA	NA	NA	NA	NA	NA
Auto Technology-Transmission	0	NA	NA	NA	NA	NA	NA	NA
Auto Technology - Engine	0	NA	NA	NA	NA	NA	NA	NA
Building Trades/Carpentry	0	NA	NA	NA	NA	NA	NA	NA
Certified Nurse Aide	2	0	2	100%	2	100%	0	0%
Core Thin Gauge Welding	0	NA	NA	NA	NA	NA	NA	NA
Diesel Mechanics & Diesel Engines	0	NA	NA	NA	NA	NA	NA	NA
Dental Assistant	0	NA	NA	NA	NA	NA	NA	NA
Electrical, Residential/Commercial or Industrial	0	NA	NA	NA	NA	NA	NA	NA
Industrial Maintenance	1	0	1	100%	1	100%	1	100%
Industrial Maintenance Technician	0	NA	NA	NA	NA	NA	NA	NA
Information Technology	0	NA	NA	NA	NA	NA	NA	NA
Licensed Practical Nurse	15	4	7	64%	7	100%	0	0%
Machinist/Tool and Die	0	NA	NA	NA	NA	NA	NA	NA
Masonry	0	NA	NA	NA	NA	NA	NA	NA
Medication Aide	0	NA	NA	NA	NA	NA	NA	NA
Plumbing Program	0	NA	NA	NA	NA	NA	NA	NA
Refrigeration-HVAC	1	0	0	0	NA	NA	NA	NA
Utilities Operator	0	NA	NA	NA	NA	NA	NA	NA
Vet Assistant	0	NA	NA	NA	NA	NA	NA	NA
Welding	0	NA	NA	NA	NA	NA	NA	NA

Median Wage - 17.35

**Page County Technical Center**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>
Licensed practical Nursing Program	4	1	3	100%	3	100%	0	0%
Certified Clinical Medical Assistant	0	NA	NA	NA	NA	NA	NA	NA
Electricity 1 & 2	0	NA	NA	NA	NA	NA	NA	NA
Welding	0	NA	NA	NA	NA	NA	NA	NA

**Valley Career and Technical Center**

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>% Completers (50% required)</i>	<i># Credential Earned</i>	<i>% Completers earning Credential (65% required)</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>
Basic and Advanced Auto Body Repair	0	NA	NA	NA	NA	NA	NA	NA
Basic and Advanced Auto Mechanics	0	NA	NA	NA	NA	NA	NA	NA
Basic and Advanced Medical Coding	0	NA	NA	NA	NA	NA	NA	NA
Basic Diesel Mechanics	0	NA	NA	NA	NA	NA	NA	NA
Business	0	NA	NA	NA	NA	NA	NA	NA
Certified Nurse Aide	0	NA	NA	NA	NA	NA	NA	NA
Dental Assistant	0	NA	NA	NA	NA	NA	NA	NA
Electricity	0	NA	NA	NA	NA	NA	NA	NA
Health Occupations (Dispensing Optician)	0	NA	NA	NA	NA	NA	NA	NA
HVAC 1-IV	0	NA	NA	NA	NA	NA	NA	NA
Insurance and Billing for the Medical Office	0	NA	NA	NA	NA	NA	NA	NA
Introduction to Quickbooks	0	NA	NA	NA	NA	NA	NA	NA
Licensed Practical Nurse	4	2	1	50%	1	100%	1	100%
Pharmacy Tech	0	NA	NA	NA	NA	NA	NA	NA
Maintenance	0	NA	NA	NA	NA	NA	NA	NA
Machinist (Basic and Advanced)	0	NA	NA	NA	NA	NA	NA	NA
Medical Office Specialist	0	NA	NA	NA	NA	NA	NA	NA
Welding - Basic and Advanced	0	NA	NA	NA	NA	NA	NA	NA
MSSC-Certified Production Technician	0	NA	NA	NA	NA	NA	NA	NA

Median Wage - 17.76



## Shenandoah Valley Workforce Development Board

### EXECUTIVE COMMITTEE DECISION BRIEF Provisional Approval Ratification

**Date:** February 1, 2021

**Reference:** Once it has been determined that a WIOA client is in need of training in order to secure full-time employment and has the ability to successfully participate and complete training and work in the occupation for which he or she is seeking training, the Valley Workforce Center case manager may provide the client with a list of Workforce Development Board-approved “Eligible Training Providers”. Training vendors wishing to be certified as Eligible Training Providers may submit a training provider application and a program application for each program considered by the Board. Both the training provider and program applications are examined for completeness and accuracy by Board staff and acted upon at the next Board or Executive Committee meeting. Eligible Training Provider status is subject to annual performance metric review and recertification by the Board or Executive Committee.

**Purpose:** Provisional approval has been provided by the CEO for programs listed below that have new job seeker enrollments in the pipeline.

**Blue Ridge Community College**

CDL A  
Logistics

**Page Technical Center**

LPN

**Lord Fairfax Community College**

CDL A  
Medical Assistant  
Electrical Apprenticeship 1  
Phlebotomy

**Valley Career & Technical Center**

LPN  
Medical Office Specialist

**Massanutten Technical Center**

LPN  
Certified Nurse Assistant

**Issues:** No Issues

**Recommendations:** The staff recommends Executive Committee review of the performance information, discussion as needed, and a vote to ratify or deny recertification status for each application.

**Action Suggested:** A motion and vote to ratify or deny training provider and program recertification by the SVWDB.

**Effective Date:** February 3, 2021

**WIOA COMPARISON OF BUDGET TO RE-FORECAST AS OF 12.31.2020**  
**FISCAL YEAR ENDING 6.30.2021**

	Budget	Forecast	Difference Forecast (Greater) Less Than Budget	Explanation
<b><u>Grant Expenses</u></b>				
<b><u>Administration</u></b>				
<b><u>Personnel</u></b>				Changes in allocation of staff time from original budget generated this reduction
<b>Total Personnel</b>	<b>\$ 723,570</b>	<b>\$ 651,341</b>	<b>\$ 72,229</b>	
<b><u>Operations</u></b>				Positive change due to lower overall spending in fiscal 2020-21
<b>Total Operations</b>	<b>15,710</b>	<b>-</b>	<b>15,710</b>	
<b><u>Office operations</u></b>				
<b>Total office operations</b>	<b>42,350</b>	<b>56,170</b>	<b>(13,820)</b>	
<b><u>Financial</u></b>				
<b>Total financial</b>	<b>23,340</b>	<b>24,000</b>	<b>(660)</b>	
<b>Travel</b>	<b>19,060</b>	<b>5,000</b>	<b>14,060</b>	Reduced travel due to COVID-19 resulting in less forecasted travel expense
<b>Total Administration</b>	<b>\$ 824,030</b>	<b>736,511</b>	<b>87,519</b>	
<b>Program Services</b>	<b>\$ 1,088,000</b>	<b>\$ 693,631</b>	<b>\$ 394,369</b>	Reduced training and certifications due to pandemic resulting in less demand for program services
<b>Total Expenses</b>	<b>\$ 1,912,030</b>	<b>\$ 1,430,142</b>	<b>\$ 481,888</b>	

Shenandoah Valley Workforce Development Board, Inc.  
Statement of Activities - With FY2021 Budget  
For the Fiscal 6 month period ended December 31, 2020

Grant Start Date 07/01/19  
Grant End Date 06/30/22  
% Time through grant 50%

*Unaudited*

Grants Expenses

Administration

Personnel

Total Personnel

Operations

Total Operations

Office operations

Total office operations

Financial

Total financial

Travel

Total Administration

Program Services

Total Expenses

<u>FYTD WIOA Expenses</u>		
2021 Re-Forecast	12/31/20	% of Forecast
651,341	298,758	46%
-	-	0%
56,170	75,289	134%
24,000	12,000	50%
5,000	2,500	50%
\$ 736,511	\$ 388,547	53%
693,631	286,523	41%
\$ 1,430,142	\$ 675,069	47%

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*STRATEGIC PLAN*

*JUNE 2021 THROUGH DECEMBER 2022*

***FINAL FOR WDB REVIEW AND APPROVAL***

*January 22, 2021*

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Developed by the Shenandoah Valley Workforce Development Board's  
Strategic Planning Team

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## **Planning Team Members**

Brian Brown, Former SVWDB Board Vice Chair

Dr. John A. Downey, President, Blue Ridge Community College

Randy Doyle, SVWDB Board Member, Holtzman Oil

Joan Hollen, SVWDB Data and Communications Specialist

Dr. Sharon Johnson, SVWDB CEO

Joe Kennedy, SVWDB Finance Director

Dr. Jay Langston, SVWDB Board, Executive Director, Shenandoah Valley Partnership

Jo Lee Loveland-Link, SVWDB Treasurer, Volvox

Todd Lynn, K-12 and Chairman of the Workforce Initiative (WI) Board, Shenandoah County Public Schools

Tristan Meadows, SVWDB Workforce Services Director Central/South

Debbie Melvin, Assistant Vice President, Talent Solutions, Virginia Economic Development Partnership

Nadine Pottinga, United Way Northern Shenandoah Valley

Ridge Schuyler, Pilot Director for Network2Work with the Virginia Board of Workforce Development

Yolanda Shields, SVWDB Board Member, YES Builds

Ashley Shickle, GO VA Region 8 and Workforce Initiative (WI) Board staff, Northern Shenandoah Valley Regional Commission

Jeff Stapel, SVWDB Board Chair, Shickel Corporation

Robin Sullenberger, SVWDB Board Member, Sullenberger & Associates

Bonnie Zampino, SVWDB Workforce Services Director North

Lori Strumpf, Facilitator  
Strumpf Associates: Center for Strategic Change



## **INTRODUCTION**

*The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic.*  
Peter Drucker

*What are the strategic challenges that the workforce system is likely to face over the next eighteen months and how will these challenges impact the opportunities people and businesses have for a high quality of life in our region?* This question fueled the development of this plan for the Shenandoah Valley Workforce Development Board (SVWDB) and resides at the heart of our strategic plan. Many strategic challenges were identified. The most prevalent were:

- Employers cannot find qualified applicants and the outlook is not promising.
- Technical advancements create demand for highly skilled workers, a trend that is expected to continue.
- Basic work skills, something taken for granted in the past, must be taught.
- Deliberate efforts to reach out and provide access to individuals who have been disenfranchised are necessary.
- The Shenandoah Valley's ratio of wage to cost of living is lower than national average.

While we provide answers in the form of strategic goals and strategies for the next eighteen months, we know that the most effective organizations in the twenty-first century will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic blueprint for the sustainability and growth of the Shenandoah Valley Workforce Development Board and the region's workforce development system. It is the product of intensive discussions by the Strategic Planning Committee members and feedback from a variety of stakeholders and staff. This plan lays the foundation for the organization's operations plan, which will outline key actions and resources required to execute the strategies found in this plan.

During the latter part of 2020, the SVWDB began the process of developing this strategic plan. With the shifting environment due to the pandemic of 2020, the board decided that developing a strategy for the next 3-years would not maintain relevancy. Instead, this plan has a time horizon of eighteen months, through June of 2022. The planning process included a Strategic Planning Committee made up of WDB members and other key community members. The Committee met four times to examine current labor market data that would inform strategic challenges over the next 18 months. Focus groups of businesses, WDB board members, partners, and job seekers were conducted to solicit their perceptions of what the workforce system's challenges might be over the next 15 to 18 months.

This plan is intended to drive positive change within the SVWDB and the community and embrace the lessons learned during this pandemic. In response to stay-at-home orders across Virginia, our organization had to quickly shift to virtual operations and deal with other challenges to our capacity. We made the shift quickly and staff rapidly adapted and learned. The plan provides a sharper focus to our work in the form of three strategic goals designed to achieve high community impact over the next eighteen months. It requires us to rethink how we organize our time and talent, and where we invest dollars.

With a fresh perspective on our mission, understanding of what we do well, and the environment in which we operate, the SVWDB will pursue the following strategic priorities:

- Develop and deliver workforce services to individuals who are underemployed<sup>1</sup>, underrepresented and/or underserved to expand the talent pipeline of youth and adults.
- Create a collective impact strategy to influence the labor force participation rate in the region.
- Create a collective impact strategy to promote family sustaining wages.

This plan should be read within the context of these priorities. It is our intention to influence the wage rate and labor force participation rate well beyond the eighteen months of this plan. We are also committed to ensuring the workforce system is inclusive, creating pathways and access for all. Stanford's Center on Poverty and Inequality's 2017 annual "State of the Union" report found profound and persisting inequalities in the United States. It is our goal to effectively address barriers to employment in our community by addressing any underlying disparities that may exist and to challenge ourselves to understand and correct the inequities we discover within the workforce development system. Currently, we are instituting efforts to expand access and access points to services, including the addition of a Workforce Equity Specialist. We will continue to provide the leadership required to reform the workforce development system to serve people of color in culturally response ways.

A plan is of little value by itself. The strategic plan is a broad road map and there is still much to be determined relative to implementation. This document is the framework to continue our growth and ensure the sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders –our customers, our partners, and the community.

<sup>1</sup> For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents 'the growing number of households in our communities that do not earn enough to afford basic necessities'.

## DATA SNAPSHOTS

The following data describes the area and is key to setting the context for the strategy contained in this plan. The Shenandoah Valley (WDA IV) includes the following counties and cities:

Augusta County, Virginia	Shenandoah County, Virginia
Bath County, Virginia	Warren County, Virginia
Clarke County, Virginia	Buena Vista City, Virginia
Frederick County, Virginia	Harrisonburg City, Virginia
Highland County, Virginia	Lexington City, Virginia
Page County, Virginia	Staunton City, Virginia
Rockbridge County, Virginia	Waynesboro City, Virginia
Rockingham County, Virginia	Winchester City, Virginia

### Population and Commuting Patterns

- The population in the Shenandoah Valley (LWDA 4) was 530,089 (Source: American Community Survey data for 2014-2018).
- The region has a civilian labor force of 266,131 with a participation rate of 61.5%.
- Of individuals 25 to 64 in the Shenandoah Valley (WDA 4), 27.0% have a bachelor's degree or higher which compares with 32.9% in the nation. (Source: Jobs EQ)
- The median household income in the Shenandoah Valley (WDA 4) is \$58,351 and the median house value is \$215,557. (Source: Jobs EQ)
- The population is projected to **increase** over the next 10 years.

	LWIA IV	%Change	Virginia	%Change
<b>2000</b>	444,045		7,079,030	
<b>2010</b>	508,933	14.61 %	8,001,024	13.02 %
<b>2020</b>	542,758	6.65 %	8,744,273	9.29 %
<b>2030</b>	593,706	9.39 %	9,546,958	9.18 %
<b>2040</b>	635,421	7.03 %	10,201,530	6.86 %

Source: U.S. Census Bureau, Weldon Cooper Center for Public Service.

- **More** people commute out of the area to work than live and work in the area.

#### LWDA IV Commuting Patterns

People who live and work in the area	154,421
In-Commuters	54,407
Out-Commuters	84,445
Net In-Commuters (In-Commuters minus Out-Commuters)	-30,038

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2014.

## Cost of Living

- The cost of living is 7.2% higher in Shenandoah Valley (WDA 4) than the U.S. average. The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. (Source: *Jobs EQ*)

## Employment and Education

- The largest sector in the Shenandoah Valley is Manufacturing, employing 33,185 workers. The next-largest sectors in the region are Health Care and Social Assistance (32,026 workers) and Retail Trade (26,344).
  - Sectors in the Shenandoah Valley with the highest average wages per worker are Management of Companies and Enterprises (\$116,872), Utilities (\$65,131), and Finance and Insurance (\$65,041).
  - Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+3,237 jobs), Manufacturing (+1,593), and Construction (+1,342).
  - Over the next 5 years, employment in the Shenandoah Valley is projected to expand by 5,214 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+2,115 jobs), Construction (+878), and Transportation and Warehousing (+787).
  - The average worker in the Shenandoah Valley earned annual wages of \$42,950 as of 2020Q2. Average annual wages per worker increased 3.5% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$58,849 in the nation as of 2020Q2. (Source for all bullets above: *Jobs EQ*)
- Of those 18 and older, 35% have graduated high school or have a GED, 23% have some college, 6% have an Associate's Degree, and 14% have a Bachelor's Degree.

	LWIA IV	Virginia	United States
8th Grade or Less	22,558	275,329	12,639,425
Some High School	36,477	464,075	20,093,117
High School Grad/GED	142,137	1,633,105	68,044,371
Some College	93,626	1,457,887	57,431,237
Associate's Degree	25,285	440,219	18,586,866
Bachelor's Degree	56,891	1,258,661	42,027,629
Graduate or Professional Degree	33,382	862,686	24,008,551
	<b>410,356</b>	<b>6,391,962</b>	<b>242,831,196</b>

(Source: U.S Census Bureau, American Community Survey, 2011-2015)

• **50 Largest Employers in the Shenandoah Valley Region**

1. Valley Health System	26. George's Chicken
2. Wal Mart	27. Trex Company Inc & Subsid
3. James Madison University	28. County of Frederick
4. Frederick County School Board	29. Postal Service
5. Sentara Healthcare	30. Pilgrims Pride Corp
6. Rockingham County School Board	31. Warren County School Board
7. Augusta County School Board	32. City of Harrisonburg
8. Navy Federal Credit Union	33. Shentel Management Company
9. Augusta Medical Center	34. Western State Hospital
10. Target Corp	35. Virginia Military Institute
11. Cargill Meat Solutions	36. Ignite Holdings LLC
12. Food Lion	37. County of Rockingham
13. LSC Communications US, LLC	38. Winchester City Public Schools
14. Lowes' Home Centers, Inc.	39. VDOT
15. U.S. Department of Homeland Defense	40. George's Foods
16. Hershey Chocolate of Virginia	41. AAF McQuay, Inc.
17. Washington and Lee University	42. H.P. Hood, Inc.
18. Shenandoah County School Board	43. Danone North America Public Benefit
19. Martin's Food Market	44. Page County School Board
20. Marshall's	45. City of Winchester
21. Merck Sharp & Dohme Corp	46. U.S. Federal Bureau of Investigation
22. Harrisonburg City Public Schools	47. Stellar Management Grouping
23. McKee Foods Corporation	48. Hollister, Inc.
24. Shenandoah University	49. Dynamic Aviation Group
25. The Home Depot	50. Waynesboro School Board

*Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.*

## ORGANIZATIONAL OVERVIEW

### VISION, MISSION AND VALUES

**VISION:** We lead Virginia in ensuring a highly skilled and engaged workforce. We integrate workforce development and economic development activities to produce a vibrant economy with unparalleled quality of life.

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

#### VALUE

**PROPOSITION:** ***For Individuals/Jobseekers:*** We provide an excellent service experience to help you connect to work and learning opportunities and supports for future success.

***For Employers:*** We provide an excellent service experience connecting your business to current and future workforce talent.

**CUSTOMERS:** Our *primary external customers* are **employers and jobseekers (emerging and transitional)**.

Our primary *internal customers* are **corporate board staff, center staff, volunteers, and our partners**.

**ROLE:** The Workforce Development Board will play several roles in furtherance of our vision and mission:

- We seek to **catalyze change** in the community to build effective partnerships.
- We will **act as a convener** of stakeholders and elected leaders across political boundaries.
- We will be **strong collaborators** and take an active role promoting collaboration.
- We will **strategically invest** in program innovation.
- We will be **advocates** for systems change.

## **ORGANIZATIONAL CORE VALUES**

Our Common Values:

We believe in the following shared principles, beliefs and priorities:

***COMMUNITY.*** We value the diversity, shared values, and common perspectives of the community we work with to engage in joint action.

***COLLABORATION.*** We value the strengths of our community partners and collaborate to ensure effective and efficient service delivery.

***INNOVATION.*** We step beyond traditional thinking by using creativity to design workforce initiatives and solve problems.

***TRANSPARENCY.*** We embody honesty and open communication as the culture of our organization and how we interact with our constituencies.

***INTEGRITY.*** We act honestly, ethically, and fairly.

## **STRATEGIC PRIORITIES AND GOALS**

### **Strategy 2021**

#### **STRATEGIC PRIORITIES for July 2021 through December 2022**

- Develop and deliver workforce services to individuals who are underemployed<sup>2</sup>, underrepresented and/or underserved to expand the talent pipeline of youth and adults.
- Create a collective impact strategy to influence the labor force participation rate in the region.
- Create a collective impact strategy to promote family sustaining wages.

#### **STRATEGIC GOALS and KEY OBJECTIVES**

The following goals and objectives support the Shenandoah Valley WDB in accomplishing the priorities set for the next eighteen months.

#### **STRATEGIC GOAL 1: Build Awareness and Identity of the WDB and the Workforce System's Opportunities and Supports**

##### **Key Strategies:**

- 1.1. Develop a communication plan with simple messages about the benefits of participating in the workforce development system<sup>3</sup>, with a focus on intentional outreach to the underemployed, underrepresented, and underserved.
- 1.2. Within the plan, identify key advertising and recruiting channels and advertise the workforce system as a bridge between business, people looking for jobs, training, and jobs.
- 1.3. Ensure consistent messaging across the region about the system's services and how to access them.
- 1.4. Expand the system's footprint to ensure the SVWDB is reaching out to small and medium size businesses not already aware of the workforce system and the SVWDB.

##### **Outcome(s):**

- Increase the number of first-time users of the networks' services, both jobseekers and businesses by X% (or X number).
- Increase the number of small and medium businesses using workforce system services by X% (or X number).
- Increase the number of individuals identified as underemployed, underrepresented, and underserved using the networks' services by X% (or X number).

<sup>2</sup> For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents 'the growing number of households in our communities that do not earn enough to afford basic necessities'.

<sup>3</sup> The workforce development **system** is broader than the Workforce Innovation and Opportunity Act (WIOA) funded programs. The system encompasses **all** the organizations, programs, and activities that prepare people for employment, help individuals advance in their careers, and ensure a skilled workforce.



**STRATEGIC GOAL 2: Create, Support and Sustain a Talent Pipeline for SVWDB's Targeted Industries**

***Key Strategies:***

- 2.1 Assist businesses to develop new methods to expand recruitment and retain their current workforce, including how to provide supports with issues that impact a worker's ability to get to work and stay at work.
- 2.2 Continue to support the Business Solutions Team in collaborating and continuously improving coordination of services to employers.
- 2.3 Advocate with economic development and other key partners to develop the community eco-systems that will keep potential workers in the region and attract people to come to the area to live and work.
- 2.4 Create methods to engage with individual businesses and groups of businesses with similar needs to provide ongoing support.
- 2.5 Articulate for businesses the paradigm shifts that are taking place about how people work and the workplace (i.e., support services for workers; longer term retention strategies; managing telework; work/life balance expectations of younger workers).
- 2.6 Define a standard family sustaining wage for the region and/or each of the subregions.
- 2.7 Ensure cultural responsiveness in how services are designed and delivered.
- 2.8 Connect individuals to training and a system of wrap around services that is responsive to their diverse experience and needs.
- 2.9 Maximize the efforts to collaborate and coordinate across the region.

***Outcome(s):***

- Increase the number of individuals obtaining jobs at a self or family sustaining wage by X% (or by X number).
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need by X% (or X number).
- Increase customer satisfaction by X%.

**STRATEGIC GOAL 3: Implement a system-wide approach to developing the essential work ready skills<sup>4</sup> and executive functioning skills<sup>5</sup> employers require for the current and future workplace.**

***Key Objectives:***

- 3.1 Confirm the competencies employers categorize as work ready by creating a list based on local feedback from employers and national research on the skills required for the future workplace.
- 3.2 Validate the competencies with local employers within each targeted industry.
- 3.3. Upon local employer validation, convene partners to ensure that the essential skills/competencies are a focus of their employability training programs and that they are using curriculum aligned to teaching the skills.

<sup>4</sup> Workplace readiness skills ensure workers have the basic academic, critical thinking and personal skills necessary to maintain employment.

<sup>5</sup> Executive functioning skills facilitate the behaviors required to plan and achieve goals. The fundamental skills related to executive function include proficiency in adaptable thinking, planning, self-monitoring, self-control, working memory, time management, and organization.

- 3.4 As part of the communication plan developed in strategy 1.1, communicate the skills that are being taught in response to the skills required for the workplace.
- 3.5 Develop a coordinated and accessible infrastructure to connect individuals to the training opportunities to develop these skills.

***Outcome(s):***

- Set the expectation for all partners to integrate the skills employers identified as ‘essential workplace skills’ into their employability development programs.
- X% (or X number) of individuals in employability programs obtain the skills.
- Employers within the targeted industries report that they are aware that these skills are being taught throughout the workforce system.

***OPERATING PRINCIPLES***

**The following principles define the way the organization operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion:**

- Make it easy for customers to do business with us and for us to work together.
- Collaborate to build strategic alliances around our goals, strategies, and tasks in which we are engaged.
- Align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission.
- Deliver service excellence through our products, processes, and services.
- Create value by continuously assessing the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- Optimize and automate, ensuring process effectiveness and usefulness and then employ technology where appropriate.
- Demonstrate responsiveness to all the region’s subregions and their diversity.
- Continuously strengthen organizational effectiveness and build capacity.

**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**


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We lead Virginia in ensuring a highly skilled and engaged workforce. We integrate workforce development and economic development activities to produce a vibrant economy with unparalleled quality of life.

### Strategic Goal 1: Build Awareness and Identity of the WDB and the Workforce System's Opportunities and Supports

Lori Strumpf, Facilitator. Team members: Brian Brown, Former SVWDB Board Vice Chair, Dr. John A. Downey, President, Blue Ridge Community College, Randy Doyle, SVWDB Board Member, Holtzman Oil, Joan Hollen, SVWDB Data and Communications Specialist, Dr. Sharon Johnson, SVWDB CEO, Joe Kennedy, SVWDB Finance Director, Dr. Jay Langston, SVWDB Board, Executive Director, Shenandoah Valley Partnership, Jo Lee Loveland-Link, SVWDB Treasurer, Volvox, Todd Lynn, K-12 and Chairman of the Workforce Initiative (WI) Board, Shenandoah County Public Schools, Tristan Meadows, SVWDB Workforce Services Director Central/South, Debbie Melvin, Assistant Vice President, Talent Solutions, Virginia Economic Development Partnership, Nadine Pottinga, United Way Northern Shenandoah Valley, Ridge Schuyler, Pilot Director for Network2Work with the Virginia Board of Workforce Development, Yolanda Shields, SVWDB Board Member, YES Builds, Ashley Shickle, GO VA Region 8 and Workforce Initiative (WI) Board staff, Northern Shenandoah Valley Regional Commission, Jeff Stapel, SVWDB Board Chair, Shickel Corporation, Robin Sullenberger, SVWDB Board Member, Sullenberger & Associates, Bonnie Zampino, SVWDB Workforce Services Director North

Strategies and Tasks - Goal #1	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status
A. Develop a communication plan with simple messages about the benefits of participating in the workforce development system[1], with a focus on intentional outreach to the underemployed, underrepresented, and underserved.		Jul-21		Dec.21				
1). TASKS to be developed by May 2021 as we develop the operations plan for the start of the new plan on July 1, 2021								







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## STRATEGIC GOAL 2: Create, Support and Sustain a Talent Pipeline for SVWDB's Targeted Industries

Goal Facilitators and Team: Same as goal 1

Strategies and Tasks - Goal #2	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status
<b>A. Assist businesses to develop new methods to expand recruitment and retain their current workforce, including how to provide supports with issues that impact a worker's ability to get to work and stay at work.</b>		21-Jul		22-Dec				
1) Tasks TBD								
2)								
3)								
4)								
5)								
<b>B. Continue to support the Business Solutions Team in collaborating and continuously improving coordination of services to employers.</b>		21-Jul		22-Dec				
1) Tasks TBD								
2)								
3)								
4)								
5)								
<b>C. Advocate with economic development and other key partners to develop the community eco-systems that will keep potential workers in the region and attract people to come to the area to live and work.</b>		21-Sep		22-Dec				

Strategies and Tasks - Goal #2	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status
1) Tasks TBD								
2)								
3)								
4)								
5)								
<b>D. Create methods to engage with individual businesses and groups of businesses with similar needs to provide ongoing support.</b>		21-Sep		Dec 22 and ongoing				
Tasks TBD								
2)								
3)								
4)								
5)								
<b>E. Articulate for businesses the paradigm shifts that are taking place about how people work and the workplace (i.e., support services for workers; longer term retention strategies; managing telework; work/life balance expectations of younger workers).</b>		21-Sep		22-Mar				
Tasks TBD								
2)								
3)								
4)								
5)								
<b>F. Define a standard family sustaining wage for the region and/or each of the subreg</b>		21-Sep		22-Dec				
Tasks TBD								
<b>G. Ensure cultural responsiveness in how services are designed and delivered.</b>		21-Jul		Ongoing				
Tasks TBD								
<b>H. Connect individuals to training and a system of wrap around services that is resp</b>		21-Jul		Ongoing				
Tasks TBD								
<b>I. Maximize the efforts to collaborate and coordinate across the region.</b>		21-Jul		Ongoing				
Tasks TBD								




Strategies and Tasks - Goal #2	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status


**VISION:** We lead Virginia in ensuring a highly skilled and engaged workforce. We integrate workforce development and economic development activities to produce a vibrant economy with unparalleled quality of life.

**STRATEGIC GOAL 3:** Implement a system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace.

Facilitator and Team same as Goal 1

Strategies and Tasks - Goal #3	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status
<b>A. Confirm the competencies employers categorize as work ready by creating a list based on local feedback from employers and national research on the skills required for the future workplace.</b>		21-Jul	21-Dec					
1) Tasks TBD by May 21								
2)								
3)								
4)								
5)								
<b>B. Validate the competencies with local employers within each targeted industry.</b>		21-Dec	22-Mar					
1) Tasks TBD by May 21								
2)								
3)								
4)								
5)								
<b>C. Upon local employer validation, convene partners to ensure that the essential skills/competencies are a focus of their employability training programs and that they are using curriculum aligned to teaching the skills.</b>		22-Apr	22-Jun					
1)								
2)								




Strategies and Tasks - Goal #3	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status

VISION:

GOAL # 4:

Goal Facilitators and Team:

Strategies and Tasks - Goal #4	Who Needs to be Involved for Implementation?	Anticipated Timeframe to Begin –		Anticipated Timeframe to Complete –		Resources \$	Resources 	Status
A.								
1)								
2)								
3)								
4)								
5)								
B.								
1)								
2)								
3)								
4)								
5)								
C.								
1)								
2)								
3)								
4)								
5)								
D.								
1)								
2)								
3)								



# **APPENDIX D**

## **LOCAL PLAN TEMPLATE**

### **WORKFORCE INNOVATION AND OPPORTUNITY ACT**

#### **Local Workforce Development Area 4**

#### **SUBMITTED BY**

Shenandoah Valley  
Workforce Development Board, Inc.

**JULY 1, 2020 – JUNE 30, 2024**

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## How to use this Template

This template presents the all the required topics for the local WDB plan for 2020-2024. The template includes a guidance section and five sections that require completion. After reviewing the guidance section, address each of the elements included in the five sections. Each element includes a blank space labeled “click here to enter text.” Please enter your responses to each element in these blank spaces. You do not need to submit your local WDB strategic plan or action plan along with this template. Section 2 of the template requests information from the strategic plan. When fully completed, submit this Local Plan according to the submission instructions in Appendix C.

## Guidance – Policy Emphasis

The areas in this section are receiving statewide emphasis and must be addressed in local plans to meet the requirement of consistency with the Combined State Plan.

- Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery
- Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia’s economy and strengthen Virginia’s regions
- Develop a qualified and desirable workforce with the skills, competencies, and credentials that meets the current and anticipated business needs of Virginia
- Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness
- Reduce workforce system barriers through collaborative integration and innovative solutions

When creating and implementing this plan, the following regional partners must be included:

- Business representatives
- Labor organizations
- Registered apprenticeships
- Community based organizations
- Youth representatives
- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development
- Employment services under Wagner Peyser
- Vocational rehabilitation
- Social services

Other areas that must be addressed throughout the plan, when appropriate:

- Accessibility
- Use of technology
- Capacity building
- Continuous process improvement
- Streamlining service delivery
- Measuring performance



- Accountability
- Transparency
- Integrating resources

The local plan must ensure compliance with all Virginia Board of Workforce Development policies and Virginia Workforce Letter guidance documents. These documents can be found here:

<https://virginiacareerworks.com/practitioners-corner/>

## Section 1: Workforce and Economic Analysis

Please try to answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Employment Commission's labor market information website, <https://virginiaworks.com>, contains information that may help you address elements 1.1 through 1.7.

1.1 A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

The Shenandoah Valley Workforce Development Board (SVWDB) service region (LWDA 4) covers more than 5,000 square miles and includes ten counties (Augusta, Bath, Clarke, Frederick, Highland, Page, Rockbridge, Rockingham, Shenandoah, and Warren) and six cities (Buena Vista, Harrisonburg, Lexington, Staunton, Waynesboro and Winchester) in the Shenandoah Valley. The region has a mix of urban and rural areas with a diverse blend of industry, agriculture and tourism.

The population in LWDA 4 was 530,089 according to 2014-2018 American Community Survey data. The region has experienced 7% growth in population since 2009. The median household income in LWDA 4 is \$58,351 and the median house value is \$215,557. The region has a 12.5% poverty level of all people, with 8.7% of all households receiving food stamps/SNAP and 5.6% of occupied housing units having no vehicle availability.

The largest employment sector in LWDA 4 is Manufacturing, employing 33,185 workers. The next-largest employment sectors in the region are Health Care and Social Assistance (32,026 workers), Educational Services (24,773 workers) and Retail Trade (26,344 workers). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region

are Manufacturing (LQ = 1.68), Agriculture, Forestry, Fishing and Hunting (1.50), and Transportation and Warehousing (1.39).

Sectors in LWDA 4 with the highest average wages per worker are Management of Companies and Enterprises (\$116,872), Utilities (\$65,131), and Finance and Insurance (\$65,041). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+3,237 jobs), Manufacturing (+1,593), and Construction (+1,342).

Over the next four years, employment in LWDA 4 is projected to expand by 0.4% or 4,162 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a 1.3% projected rate of growth. The strongest growth forecast by number of jobs over this four year period is expected for Health Care and Social Assistance (+1,681 jobs), Construction (+699), and Transportation and Warehousing (+627). Manufacturing is forecast to decline annually by .3% however, this sector expanded by 1,593 jobs over the past five years and online job ads continue to show hiring demand with 940 online manufacturing job ads and 160 Installation, Maintenance and Repair job ads for the 30 day period ending January 3, 2021.

The largest major occupation group in LWDA 4 is Office and Administrative Support Occupations, employing 26,336 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (25,220 workers) and Sales and Related Occupations (22,947 workers). Occupation groups with the highest annual median wage are Management Occupations (\$88,400), Architecture and Engineering occupations (\$75,900), Computer and Mathematical Occupations (\$75,800), Legal occupations (\$66,200), Business and Financial Operations occupations (\$64,700), and Healthcare Practitioners and Technical Occupations (\$64,000). The unemployment rate in the region varied among the major

occupation groups from 1.4% among Healthcare Practitioners and Technical Occupations to 7.4% among Personal Care and Service Occupations.

Occupations in LWDA 4 forecast for growth over the next four years include Healthcare Support Occupations (1.9% annual growth/\$24,500 median annual wage), Food Preparation and Serving Related Occupations (0.9% annual growth/\$21,400 median annual wage), Transportation and Material Moving Occupations (0.5% annual growth/\$32,100 median annual wage), Construction and Extraction Occupations (1.0% annual growth/\$39,700 median annual wage), and Healthcare Practitioners and Technical Occupations (0.8% annual growth/\$64,000 median annual wage). For the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related occupations (14,854 jobs) and Transportation and Material Moving occupations (13,602 jobs).

A sampling of active online Job ads for the 30 day period ending January 3, 2021 indicated a hiring demand in the region with 1,719 job ads for Sales and Related Occupations, 1,626 job ads for Transportation and Material Moving Occupations, 1,385 job ads for Food Preparation and Serving Related Occupations, 1,219 job ads for Healthcare Practitioners and Technical Occupations, and 754 job ads for Office and Administrative Support Occupations.

(Source: JobsEQ® Economic Overview, Occupation Snapshot, Industry Snapshot)

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

The SVWDB has identified four in-demand industry sectors based on quantitative and qualitative analysis that will be the focus of workforce activities in LWDA 4. Priority in-demand industry sectors selected have strong current and projected employment growth and offer a

sustaining wage. The four identified target industry sectors are Construction, Health Care, Manufacturing, and Transportation and Warehousing.

Health Care, Manufacturing, and Transportation and Warehousing sectors align with priority industry sectors identified in the GO Virginia Region 8 Economic Growth and Diversification Plan, which covers the same geographic area as LWDA 4. In a survey of 156 employers in LWDA 4, conducted by Camoin Associates in 2017 for the development of the GO Virginia Region 8 Growth and Diversification Plan, employers identified analytics, problem solving, critical thinking, decision making, dependability, and ability to communicate as challenging skills to find when recruiting. In a 2019 study of the manufacturing sector in LWDA 4 commissioned by the SVWDB and conducted by Thomas P. Miller and Associates as part of the American Apprenticeship Initiative grant, employers identified the same basic work skills identified in the Go Virginia study as difficult or very difficult to find. Employer focus groups conducted in 2020 by SVWDB for strategic planning purposes, validated that essential work ready skills, as well as executive functioning skills, are lacking in the workforce. To address the need to develop a workforce pipeline with the work ready and executive functioning skills consistently identified by employers as lacking in the workforce, the SVWDB has prioritized implementing a system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace. (Source: GO Virginia Region 8 Economic Growth and Diversification Plan, State of the Manufacturing Workforce Study 2019-2020, SVWDB Strategic Plan 2020-2022)

### **Employment Requirements in In-Demand Industry Sectors and Occupations**

Job posting for construction occupations in LWDA 4 for the 30 day period ending January 3, 2021 show 581 jobs posted by 255 employers. Top in-demand construction occupations identified through employment ads were Construction Laborers (\$27,224 median annual wage), First-line Supervisors of Construction Trades and Extraction Workers (\$58,852

median annual wage), and Maintenance and Repair Workers, General (\$37,411 median annual wage). Certifications required in construction job openings include Driver's License, CDL, project management, and Certified Technology Specialist – Installation (CTS-1). Ability to lift up to 100 lbs., using ladders, mechanical aptitude, and use of a tape measure were the primary hard skills identified in the job postings for construction workers. Soft skill requirements for construction occupations include communications, team player, self-motivated, reliability, problem solving, detail oriented, customer service and organization.

Job postings for health care occupations in LWDA 4 for the 30 day period ending January 3, 2021 show 1,850 jobs posted by 422 employers. Top in-demand health care occupations identified through employment ads were Registered Nurses (\$60,000 median annual wage), Nursing Assistants (\$25,106 median annual wage), Licensed Practical and Vocational Nurses (\$36,712 median annual wage), Medical and Health Services Managers (\$50,280 median annual wage), and Home Health Aides (\$21,534 median annual wage). Certifications required in health care job openings include Basic Life Support, Registered Nurse (RN), Certified Nursing Assistant (CNA), Licensed Practical Nurse (LPN), and CPR. Health/wellness, ability to lift up to 50 or 100 lbs, Microsoft Office, long-term care, and keyboarding were the primary hard skills listed in the job postings for health care workers. Soft skill requirements for health care occupations include communications, team player, reliability, adaptability, supervision/management, ability to work independently, and time management.

Job postings for production occupations in LWDA 4 for the 30 day period ending January 3, 2021 show 940 jobs posted by 263 employers. Top in-demand production occupations identified through employment ads were Production Workers (\$29,564 median annual wage), First Line Supervisors of Production and Operating Workers (\$40,621 median annual wage), Maintenance and Repair Workers (\$49,064 median annual wage), Laborers and Freight and Stock and Material Movers (\$29,120 median annual wage), Stock and Order

Fillers (\$33,280 median annual wage), and Industrial Engineers (\$69,290 median annual wage). Certifications required in production job openings include Forklift Certified, Project Management (PMP), Clinical Chemistry, driver's license, and Six Sigma Green Belt Certification. Manufacturing, Microsoft Office, mechanical, ability to lift up to 100 lbs., SAP and Forklifts were the primary hard skills listed in the job postings for production workers. Soft skill requirements for production occupations include communications (verbal/written), team player, ability to work independently, problem solving, flexibility, detail oriented, reliable, organization and ability to work in a fast paced environment.

Job postings for transportation and material moving occupations in LWDA 4 for the 30 day period ending January 3, 2021 shows 345 jobs posted by 126 employers. Top in-demand transportation and material moving occupations identified through employment ads were Stockers and Order Fillers (\$30,007 median annual wage), Heavy and Tractor-Trailer Truck Drivers (\$77,853 median annual wage), Laborers and Freight, Stock, and Material Movers (\$32,944 median annual wage), and Light Truck Drivers (\$37,960 median annual wage). Certifications required in transportation and material moving occupations include Class A Commercial Driver's License (CDL-A) and driver's license. Ability to lift up to 100 lbs., Microsoft Office, fork lift, and pallet jack are primary hard skills listed in job postings for transportation and warehousing workers. Soft skill requirements for transportation and material moving occupations include communications, team player, ability to work independently, adaptability, organization, customer service, detail oriented, problem solving, and reliable. (Source: JobsEQ Real-Time Job Postings 30 days ending 1.3.21)

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

The LWDA 4 region has a civilian labor force of 266,131 (age 16 and over) with a labor force participation rate of 61.5% and a prime-age labor force of 160,061 (ages 25-54) with a

labor force participation rate of 82.2%. As of 2020 Q2, total employment in LWDA 4 was 239,262 (based on a four-quarter moving average). Over the year ending 2020 Q2, employment declined 8.0% in the region. The unemployment rate for LWDA 4 was 3.8% as of October 2020 which is lower than the national rate of 6.6%. One year earlier, in October 2019, the unemployment rate in LWDA 4 was 2.3%. (Source: JobsEQ ASC 2014-2018)

The average worker in LWDA 4 earned annual wages of \$42,950 as of 2020 Q2. Average annual wages per worker increased 3.5% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$58,849 in the nation as of 2020 Q2. Of individuals age 25 to 64 in the LWDA 4, 27.0% have a bachelor's degree or higher which compares with 32.9% in the nation. Individuals with some college education make up 19.1% of this population, with 8.1% having no high school diploma. Disconnected youth 16-19 years of age who are not in school, have no high school diploma, and are not in the labor force make up 1.4% of the population. Of the population ages 18-64, 10.5% have some type of disability and 3.6% of the population over age 5 speak English less than well.

Expected growth rates for occupations vary by the education and training required. While all employment in LWDA 4 is projected to grow 0.4% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.9% per year, those requiring a bachelor's degree are forecast to grow 0.6% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.7% per year. Occupations requiring short-term on-the-job-training with no experience or award are expected to grow 0.4% per year.

A four-year sampling of resume data of occupations requiring certifications, compiled as of July 2019, identifies Certified Nursing Assistant as having the greatest gap (-154 candidates) in supply vs demand in the region. Basic Life Support (-73 candidates), Registered Nurse (-30 candidates), and Licensed Practical Nurse (-26 candidates) show additional

certification gaps in supply vs demand in Healthcare Occupations. Class A Commercial Driver's License ranked high in the demand for certifications with a gap of -19 candidates. Resume data shows a regional surplus of candidates with certifications in Cardiopulmonary Resuscitations, First Aid, Secret Clearance, Emergency Medical Technician, and ServSafe Food Protection.

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region [WIOA Sec. 108(b)(1)(D)]

SVWDB promotes a training environment that fosters customer choice, performance accountability, and continuous improvement in the attainment of skills, credentials, certificates, and diplomas that lead to employment in occupations that are in demand in the local economy. Training providers and programs aligned with in demand occupations in LWDA 4 are included on the state Eligible Training Provider List (ETPL) and are certified annually to assure that all listed providers and their programs have met minimum state standards.

The Shenandoah Valley Region is fortunate to be home to nine nationally recognized public and private colleges and universities, three community colleges, and numerous career and technical institutes that provide a broad range of post-secondary education and training opportunities. The Valley has sixteen separate K-12 public school systems serving the 16 locality region. When a business identifies a training need, educators in the Valley respond with education and training solutions.

Education and training providers, including CTE instructors at public schools, are engaged with the workforce system through the SVWDB, local and sub-regional workforce focused groups, and through the region's Business Solutions Team (BST). The BST engages education and training providers in discussions with employers about talent pipeline needs and works toward providing a full range of education, training, and employment services.



1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services [WIOA Sec. 108(b)(1)(D)]
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While the Valley enjoys a strong education and training presence, the Valley continues to have a shortage of technically skilled individuals to support talent needs of businesses as evidenced in employer focus group comments conducted in the region for the development of this plan. In addition, all employer focus group participants identified recruitment and retention as their biggest challenge. The pandemic of 2020 has changed the employment landscape and employers say they are challenged to find applicants. Childcare for employees has become a significant barrier to employment due to fluctuating public school schedules. Employers are working to adapt by changing recruiting practices, increasing wages and benefits to remain competitive, and seeking ways to diversify their workforce by tapping into populations challenged to enter certain sectors of the workforce due to language, disability, and cultural barriers.

These challenges and barriers create an opportunity for the Shenandoah Valley Workforce Development Board to adopt a collaborative network of resources and services needed to support economic sustainability and growth in the region. Through Network2Work, a new model of workforce service delivery currently being implemented in LWDA 4, the SVWDB is working to develop a network of service providers connected through technology that can reach targeted populations in the community and connect them to training, education and employment opportunities as well as provide the supports needed for sustainable employment. The strategic plan developed to guide the SVWDB's work for the next eighteen months will drive positive change, with a focus on developing and delivering services to individuals who are underemployed or underserved/underrepresented, expanding the talent pipeline of youth and adults, creating a collective strategy to influence the labor force participation rate in the region, and creating a collective impact strategy to promote family sustaining wages.

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

- Local area's strategy for ensuring the availability of comprehensive services for all youth
- How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA
- Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program
- How the required program design elements will be addressed as part of the development of youth service strategies
- Strategies to identify, recruit, and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended
- Policy regarding serving youth who do not meeting income eligibility guidelines, including appropriate referrals
- Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies
- Efforts taken to ensure compliance with applicable child labor and safety regulations
- Pay-for-performance policy as applicable

The SVWDB is implementing an integrated service delivery model to increase the capacity to serve more youth, to expand outreach, develop targeted partnerships, evolve the service delivery approach, and provide a bridge for the transition into retained employment. The SVWDB's youth service delivery approach is intended to deliver higher quality services, build capacity in the numbers to be served, provide services to a broader geographic region, and to use technology and alternative resources to be less dependent on traditional workforce centers.

SVWDB has adopted the Network2Work model of service delivery, a successful model with an 85% participant employment rate developed and used in Charlottesville, VA. The Network2Work service delivery model addresses the 14 Youth Program Elements through referrals to service providers offering the required youth program element services and supports. Network2Work matches youth job candidates to service providers based on answers to a questionnaire. Candidates are then referred to appropriate service providers

through a closed-loop referral system that offers tools, resources, and support services for youth to obtain education, training, and job coaching for specific jobs identified through the Network2Work Employer Network. Network2Work leverages “Community Connectors” to recruit youth job seekers in low-income neighborhoods. These neighborhood-based “Connectors,” those people in the community who “know everybody,” who others turn to for information and advice, lie at the heart of the Network2Work approach. They can identify low- and no-income families with youth who would be a good fit for a quality job available in the community. This directly confronts a fundamental challenge: many of those who have been left behind in our economy distrust or are disconnected from the very institutions established to serve them.

Focusing on the youth sub-population by sub-region identifies key partners and gaps in partnerships and services. To improve engagement, there must be an understanding of the support system by sub-population, a connection with the sub-population, and an appropriate alignment and integration into that support system. Organizations providing support to youth who are homeless, in foster care, in the justice system, or those not gainfully employed or enrolled in an education program are identified as key partners to improve engagement with youth sub-populations. These organizations will be engaged in the Network2Work program and serve as a starting point of contact to reach targeted youth populations and engage them in services, supports, and programs that provide the WIOA 14 Youth Elements.

All eligible WIOA youth, including those with disabilities, receive access to the following 14 Youth Program Elements and activities during their enrollment in WIOA:

1. Tutoring, study skills training and evidence based dropout prevention strategies that lead to completion of secondary school diploma or its recognized equivalent or for a postsecondary credential
2. Alternative secondary school offerings

3. Summer employment opportunities directly linked to academic and occupational learning
4. Paid and unpaid work experience, including summer employment opportunities, internships, pre-apprenticeship programs, job shadowing and on the job training opportunities
5. Occupational skill training which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors and occupations
6. Leadership development opportunities, which may include such activities as positive social behavioral and soft skills, decision making, team work and other activities
7. Supportive Services
8. Adult mentoring for a duration of at least (12) months, that may occur both during and after program participation
9. Follow-up Services for a minimum 12- month period
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, mental health counseling, as well as referrals to counseling, as appropriate to the needs of individual youth
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors and occupations
14. Activities that help youth prepare for and transition to post-secondary education and training

An Integrated Service Team (IST) works to develop comprehensive workforce and support services, incorporating the 14 WIOA Youth elements, which are customized to each

youth and their barriers. VWDB comprehensive services for youth meet the WIOA requirements for youth program design and youth are screened to determine eligibility to receive WIOA youth services. All eligibility requirements as contained in WIOA and state policy are adhered to, and documentation of individual program eligibility is maintained in each youth file. Once eligibility determination has been completed, the youth receives an in-depth objective assessment to measure aptitudes, abilities, interests, and educational levels. Once the objective assessment process has been completed, the Life and Career Coach, working in conjunction with the youth, develops an Individual Service Strategy (ISS). The ISS is designed to capture youth data such as work history, educational history, barriers, assessment results, etc. and is used to develop a comprehensive plan of action and program goals for the youth utilizing all required, available, and allowable Youth services and supports. Once completed, the ISS serves as a map of the sequence of youth activities that the youth job seeker will participate in and a projected duration of time for each activity in order to achieve planned program goals that have been developed for each youth. The Life and Career Coach has frequent contact with the youth as he/she progresses through program activities. The Life and Career Coach provides any assistance needed by the youth to achieve program goals.

Delivery of youth services includes preparation for postsecondary educational opportunities, as well as connections for youth to postsecondary opportunities. Youth are offered tutoring and GED preparation through the SVWDB's partnerships with local school systems, adult learning, and workforce centers. A strong component of the programs is the linkages between academic and occupational learning. The SVWDB and service provider partners work collaboratively to provide educational opportunity and labor market information to youth.

Additionally, work readiness training is provided to prepare youth for employment including placement into meaningful work experiences. This includes opportunities for

alternative secondary school services, including programs targeted to GED attainment where appropriate, with contractors coordinating efforts with area alternative education schools and adult learning centers. Qualified older youth may receive, as appropriate, occupational skills training through service provider partners. Leadership development opportunities are available and include community service and peer-centered activities encouraging responsibility and other positive social behaviors. Comprehensive guidance and counseling are provided as needed and may include drug and alcohol abuse counseling; referrals are provided through local DSS offices, area mental health offices, and local school system guidance counselors.

As funds and availability of services permit, supportive services such as transportation, childcare and emergency assistance may be made available to youth to enhance their ability to complete training and find suitable employment. Supportive services are based on needs of individual youth. Documentation must be maintained in the youth file explaining the need for supportive services, other agencies contacted to provide services, supportive services actually provided, and results of the supportive services provided.

Follow-up services are provided to all youth participants for up to twelve (12) months to measure progress, assess additional needs, and provide additional supportive services if needed.

Individual youth assessments coupled with opportunities for paid and unpaid work experience, community service, educational pursuits, and the 14 WIOA Youth Elements provides a robust strategy for integrating and delivering youth services. The results can be found in the success of the many active programs in LWDA 4.

The SVWDB Youth Policy requires at least 75% of the youth formula-funded program expenditures be for Out-of-School Youth. In addition, a minimum of 20 percent of youth funds are required to be spent on paid and unpaid work experience.

The strategy used to engage youth involves targeted outreach through appropriate communication channels, repetitive and consistent messaging, and collaboration and communication with community partners already assisting people with specified barriers to employment. Outreach to youth is ongoing to ensure that youth are made aware of available services and the required percent of WIOA youth funds are used to serve the youth population, particularly those with barriers to employment. Once the youth have been identified, their barriers to employment and workforce interests will be evaluated. An integrated service team (IST) approach is used to work with the referring organization to address the individual youth barriers to success prior to planning their Career Pathway. This will ensure that the individual youth is ready and committed to moving forward and that their basic needs are being addressed prior to more expectations being placed on them.

Upon determination of preparedness, the youth will be placed in an in-demand career pathway corresponding with their interests and abilities. Collaboration with their referral organization will continue to be a priority. This will allow a tailored approach to success by having all of the individual barriers addressed by experts in the field. Communication between all involved parties will be a requirement, and should occur on a minimum bi-monthly basis. Supportive services and funding from additional organizations will be utilized to meet the various needs of the youth as needed. When gaps are found in services and the 14 WIOA Youth Program Elements cannot be provided, the IST will discuss options to locate services and develop additional partnering and funding opportunities. As issues arise, the IST support team surrounding the youth will address them. Similarly, as successes arise all parties involved will celebrate them. This will be an integral part of the progress in order to keep the youth engaged and continuing down a successful path even when challenges arise.

Up to five percent of youth participants served by youth programs in LWDA 4 may be individuals who do not meet the income criterion for eligible youth. The SVWDB Youth Policy

outlines a 5% exception for youth not meeting income eligibility, provided that the youth otherwise meets the eligibility requirements for the specific youth program in which they seek enrollment. Prior to using the 5% exception, the SVWDB CEO must approve participant enrollment. The region's priority of service remains low-income individuals.

Prior to Covid-19, a Youth Advisory Committee was piloted at the VCW Harrisonburg Center. The purpose of the advisory committee was to provide an opportunity for partners such as the Department of Juvenile Justice, DARS, VEC, Adult Education, Job Corp, registered apprenticeship, local colleges, local offices on youth, and local businesses to aid in youth outreach, program and training development, recruitment, and co-enrollment opportunities. A Job Corp representative from the Richmond office currently visits the Harrisonburg Workforce Center once a month to meet with potential clients.

Compliance with applicable safety and child labor laws is a requirement to deliver services under Title I WIOA Youth Programs. SVWDB staff verifies compliance of all child labor and safety regulations as a part of the local compliance monitoring review conducted annually.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- Access to and delivery of career services (basic, individualized, and follow-up)
- The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals
- The area's definition of hard-to-serve populations with additional barriers to employment

The Shenandoah Valley Workforce Development Board operates three Virginia Career Works Centers in LWDA 4. The Virginia Career Works – Harrisonburg Center is the region's comprehensive workforce center, an affiliate Virginia Career Works Center is located in Winchester, and a workforce services access point is located in Fishersville. Virginia Career Works centers offer job seekers access to computers, phones, printers, and career services. Beginning in April 2020, Virginia Career Works Centers have been closed to the public due to



the Covid pandemic, with a short opening of the comprehensive center for the VEC to provide assistance to customers experiencing UI challenges. Center staff and coaches have continued to provide career services to job seekers by phone or through virtual engagement.

Basic Career Services are made available to all individuals seeking services from the Virginia Career Works network. These services include eligibility to receive assistance through the adult or dislocated worker programs; outreach, intake and orientation services, workshops, assessment of skill levels including literacy, numeracy and English language proficiency, as well as aptitudes, abilities and supportive service needs. Labor exchange services provided include the provision of information on in-demand industry sectors and occupations, and regional labor market information. Job seekers are provided information, referrals, and coordination of activities with other applicable programs, agencies, and services available through the Virginia Career Works and Network2Work delivery systems, including “wrap around” supports needed for career success. Education and training opportunities under WIOA are provided through the Eligible Training Provider List, including program cost and provider performance information. Additionally, information and assistance is provided to evaluate financial aid resources for training and education programs not provided under WIOA.

When it is determined that individualized career services are required for a job seeker to gain meaningful employment, comprehensive assessments of the skill levels and supportive service needs of eligible adults and dislocated workers is conducted through diagnostic testing and assessment tools as well as in-depth interviewing and evaluation to identify employment goals and any barriers to achieving those goals. An individual employment plan (IEP) is developed to identify employment goals, achievement objectives, and services required to achieve those goals. Individualized career services can include group or individual counseling and mentoring, career planning, pre-vocational and workforce preparation services to prepare individuals for employment, internships and work experiences, financial literacy services, out-

of-area job search and relocation assistance, English language acquisition, and integrated education and training programs.

Follow-up services must be provided as appropriate for customers who are placed in employment, for up to 12 months after the first day of employment. These services may include technical skills training, counseling, mentoring, crisis intervention, life skills or emergency support required to sustain long-term employment. Follow-up services do not extend the date of exit in performance reporting.

Self-sufficiency for judging the suitability and effectiveness of training programs for Adults is defined as those programs that result in income that is at least 150% of the Lower Living Standard Income Level, based on family size and income annualized for 6 months for the client's residence. Self-sufficiency for Dislocated Workers is defined as those programs that result in income that is at least: the higher of 150% of the Lower Living Standard Income Level, based on a family of one, annualized for 6 months for the client's residence; or 80% of the layoff wage, based on the last 6 months, annualized.

The SVWDB follows a Priority of Service Policy that defines and establishes a process and priority ranking system for receipt of individualized career services and training services funded by the WIOA Title I Adult programs. Priority of service is given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The above priority established does not limit these services to the priority populations.

## Section 2: Strategic Vision and Goals

Please try to answer the questions in Section 2 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here: <https://www.dol.gov/agencies/eta/performance/performance-indicators>) to support regional economic growth and economic self-sufficiency [WIOA Sec. 108(b)(1)(E)]

The SVWDB is committed to preparing an educated and skilled workforce, as articulated in the Board's vision: *to lead Virginia in ensuring a highly skilled and engaged workforce. We integrate workforce development and economic development activities to produce a vibrant economy with unparalleled quality of life.*

The SVWDB mission is to *build partnerships to create workforce opportunities that cultivate business, grow jobs, develop people, and build community.*

The SVWDB strategic priorities over the next 18 months are:

- Develop and deliver workforce services to individuals who are underemployed<sup>1</sup> and underrepresented to expand the talent pipeline of youth and adults.
- Create a collective impact strategy to influence the labor force participation rate in the region.
- Create a collective impact strategy to promote family sustaining wages.

These priorities are supported by the following 3 strategic goals:

STRATEGIC GOAL 1: Build Awareness and Identity of the WDB and the Workforce System's Opportunities and Supports

STRATEGIC GOAL 2: Create, Support and Sustain a Talent Pipeline for SVWDB's Targeted Industries

<sup>1</sup> For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents 'the growing number of households in our communities that do not earn enough to afford basic necessities'.

STRATEGIC GOAL 3: Implement a system-wide approach to developing the essential work ready skills<sup>2</sup> and executive functioning skills<sup>3</sup> employers require for the current and future workplace.

These goals relate to the performance accountability measures based on primary indicators of performance in the following manner:

***Entered Employment at the 2<sup>nd</sup> and 4<sup>th</sup> quarters.*** The strategies identified to carry out goals include being culturally responsive in how to design and deliver services and to provide the support individuals need to stay engaged in participating in services. The strategies also include working with employers to provide support while individuals are placed on a job to ensure retention. Business focus groups were conducted as part of the strategic planning process. Retaining workers was a key challenge businesses identified. In those conversations, employers were open to exploring ways to help new employees with two key issues that impact retention, childcare and transportation. Implementation of these strategies are designed to ensure that individuals will still be working at the 2<sup>nd</sup> and 4<sup>th</sup> quarter after program exit.

***Median Earnings.*** One strategic priority is to be a convener with community partners, economic development, and businesses to promote family sustaining wages. While this is a long-term strategy, businesses understand that wages impact retention, which they identified as a key challenge. Another strategy is to define a standard family sustaining wage for the region and/or each of the subregions. Providing this information to businesses will help them in making decisions related to wage rates and wage progression that will in turn help with

<sup>2</sup> Workplace readiness skills ensure workers have the basic academic, critical thinking and personal skills necessary to maintain employment.

<sup>3</sup> Executive functioning skills facilitate the behaviors required to plan and achieve goals. The fundamental skills related to executive function include proficiency in adaptable thinking, planning, self-monitoring, self-control, working memory, time management, and organization.

retention. Developing the essential skills needed by the workforce may provide an opportunity for program graduates as job seekers to start at a higher entry level rate.

***Credential Attainment.*** Within strategic goal 2, and in conjunction with the Business Solutions Team's work with employers in the SVWDB's targeted industries, there will be continuous efforts made to identify the required industry recognized credentials. One of the outcomes to be tracked for this goal is an increase in the number of businesses that report the workforce system consistently supplies the talent needed.

***Measurable Skill Gains.*** The SVWDB's strategic goal 3, to work to implement a system that is focused on developing essential workplace skills and executive functioning skills, is aligned with regional employer input about the 'skills gap'. In interviews, all employers described skills within these skill categories that new workers are lacking. With a common definition across all partners, with intensive service delivery focused on these skills across multiple partners, and with integration of these skills in academic and technical curriculum, this goal supports skill gains among participants.

***Effectiveness in Serving Employers.*** As mentioned above, employer focus groups were conducted as part of an environment scan for developing the strategic plan. Efforts in strategic goal 1 are designed to increase the employer penetration rate within the region. Many employers have no idea about the SVWDB and the services available to them. Communication strategies will be developed to increase employer and job seeker awareness. A customer satisfaction data collection system currently exists and provides information on how to continuously improve employer services to exceed employer expectations. The Business Solutions Teams will continue to work on establishing and sustaining relationships with employers through convening groups of employers in the SVWDB's targeted industries.

2.2 Describe how the local board’s strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: <https://vcwvalley.com/about/local-plan-2020-2024/>).

The Combined State Plan will be posted in fall 2020.

The Combined State Plan identifies Governor Ralph Northam’s vision for the delivery of workforce development services: *During the life of this plan, we will improve economic opportunity for all Virginians by serving those who are not yet earning a sustainable wage and, as important, by focusing the resources and mechanisms of our workforce system to recruit people into the workforce and connecting them to businesses in high demand industries.* The plan states that Governor Northam embraces five strategic goals for the workforce system.

These goals are:

1. Help individuals gain access to jobs that pay **family-sustaining wages** and provide opportunities for career progression by providing **equitable** and universal service delivery.
2. Increase business engagement and deliver value to business customers by **filling jobs in high-demand occupations** that are strategic to Virginia’s economy and strengthen Virginia’s regions.
3. Develop a qualified and desirable workforce with the **skills, competencies, and credentials** that meet the current and anticipated business needs of Virginia.
4. Strengthen outreach and **recruitment efforts to promote workforce services** and stimulate career awareness.
5. Reduce workforce system barriers through **collaborative integration and innovative solutions**.

The SVWDB’s strategic priorities, goals and strategies are aligned as noted below, and highlighted above.

In the SVWDB strategic planning process, through an environmental scan and SWOT analysis, it was identified that the region’s low labor force participation rate and low wages were key strategic workforce challenges. Two strategic priorities are focused on these issues.

The SVWDB plans to be a leader in convening economic development, public and private agencies, and businesses to develop an approach designed to make a collective impact on these challenges. Collective impact is an intentional way of working together and sharing information for the purpose of solving a complex problem. The SVWDB believes that this approach is more likely to solve these complex problems than any one agency or entity approaching these issues alone. This work is aligned to the Governor's goals 1 and 5.

The SVWDB focus on underemployed and underrepresented populations aligns with Goal 1, Goal 2, and Goal 4 in the Combined Plan. Regarding the Combined Plan's Goal 1 and equitable and universal service delivery, the SVWDB's overarching approach through defining goals and strategies is to effectively address barriers to employment in regional communities by addressing any underlying disparities that may exist and to challenge ourselves to understand and correct the inequities discovered within the workforce development system. The SVWDB is committed to providing the leadership required to reform the workforce development system to serve people of color in culturally response ways.

Regarding Combined Plan Goal 2, the focus on reaching out to these populations and developing the skills required for work will support a steady increase in the talent pipeline. This will help businesses fill jobs within the SVWDB targeted industries and high-demand occupations within those industries.

Regarding Combined Plan Goal 4, one of the SVWDB's strategic goals is to build awareness and identity of the WDB and the workforce system's opportunities and supports among both job seekers and employers. SVWDB strategies include developing specific approaches to strengthen outreach and recruitment specifically to underemployed and underrepresented populations.

The following table shows the alignment.

Strategic Goals in the Combined Plan	SVWDB's Strategic Priorities (SP) and Goals (SG)
1. Help individuals gain access to jobs that pay <b><u>family-sustaining wages</u></b> and provide opportunities for career progression by providing <b><u>equitable</u></b> and universal service delivery.	(SP) Create a collective impact strategy to promote family sustaining wages.  (SG 2): Create, Support and Sustain a Talent Pipeline for SVWDB's Targeted Industries
2. Increase business engagement and deliver value to business customers by <b><u>filling jobs in high-demand occupations</u></b> that are strategic to Virginia's economy and strengthen Virginia's regions.	(SG 2): Create, Support and Sustain a Talent Pipeline for SVWDB's Targeted Industries  (SG 3): Implement a system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace.
3. Develop a qualified and desirable workforce with the <b><u>skills, competencies, and credentials</u></b> that meets the current and anticipated business needs of Virginia.	(SP) Develop and deliver workforce services to individuals who are underemployed and underrepresented to expand the talent pipeline of youth and adults.  (SG 3): Implement a system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace.
4. Strengthen outreach and <b><u>recruitment efforts to promote workforce services</u></b> and stimulate career awareness.	(SP) Develop and deliver workforce services to individuals who are underemployed and underrepresented to expand the talent pipeline of youth and adults.  (SG 1): Build Awareness and Identity of the WDB and the Workforce System's Opportunities and Supports
5. Reduce workforce system barriers through <b><u>collaborative integration and innovative solutions</u></b> .	(SP) Create a collective impact strategy to influence the labor force participation rate in the region.  (SP) Create a collective impact strategy to promote family sustaining wages.  (SG 2): Create, Support and Sustain a Talent Pipeline for SVWDB's Targeted Industries

2.3 Describe how the local board's vision and goals align with and/or supports the vision of the Virginia Board of Workforce Development (VBWD) (found here: <https://viriniacareerworks.com>).

The VBWD approved their 2020-2023 Strategic Plan in September 2020.



The vision of the VBWD is that *every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.*

As stated above, the SVWDB's vision is *to lead Virginia in ensuring a highly skilled and engaged workforce. We integrate workforce development and economic development activities to produce a vibrant economy with unparalleled quality of life.*

SVWDB goals are focused on identifying, recruiting, supporting and providing services to underemployed and underrepresented populations through access to tools and opportunities. SVWDB goals are designed to build awareness of the workforce system in general, to build awareness of the services available to job seekers and businesses, to create and sustain a talent pipeline for the short and long term, and to build the essential skills individuals need to enter and succeed in the workplace. These efforts are designed to provide businesses with access to a highly skilled workforce, specifically in high demand industries and occupations that provide individuals an opportunity to move along a career pathway and to obtain family sustaining wages.

2.4 Taking into account the analyses described in 1.1 through 2.3, describe a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local areas to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]
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Each strategic goal identified in the strategic plan has a set of identified key strategies.

The SVWDB's approach to working with partners is to align resources to carry out these strategies through a team-based infrastructure, which includes the Business Solutions Team, where all partners are represented and the SVWDB Partner Team. Each of these teams will work on implementation of specified strategies. Teams will be assigned specific strategies when the Operations Plan is completed in early May. Each of these strategies will require investigation by the partners on how to align resources to ensure effective implementation across the workforce system.

Example strategies that will be implemented through these teams include:

- Develop a communication plan with simple messages about the benefits of participating in the workforce development system, with a focus on intentional outreach to the underemployed and underserved.
- Assist businesses to develop new methods to expand recruitment and retain their current workforce, including how to provide supports with issues that impact a worker's ability to get to work and stay at work.
- Continue to support the Business Solutions Team in collaborating and continuously improving coordination of services to employers.
- Create methods to engage with individual businesses and groups of businesses with similar needs to provide ongoing support.
- Define a standard family sustaining wage for the region and/or each of the subregions.
- Ensure cultural responsiveness in how services are designed and delivered.
- Connect individuals to training and a system of wrap around services that is responsive to their diverse experience and needs.
- Confirm the competencies employers categorize as work ready by creating a list based on local feedback from employers and national research on the skills required for the future workplace.
- Validate the competencies with local employers within each targeted industry.
- Upon local employer validation, convene partners to ensure that the essential skills/competencies are a focus of their employability training programs and are using curriculum aligned to teaching the skills.
- Develop a coordinated and accessible infrastructure to connect individuals to the training opportunities to develop these skills.

2.5 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:

- Regional vision for workforce development
- Protocols for planning workforce strategies that anticipate industry needs
- Needs of incumbent and underemployed workers in the region
- Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
- Setting of standards and metrics for operational delivery
- Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system
- Generation of new sources of funding to support workforce development in the region

Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

The SVWDB strategic plan is designed to support sector strategies, career pathways development, and career readiness skills development, which are defined as essential workplace skills. The development of the SVWDB plan was fueled by the question, *what are the strategic challenges that the workforce system is likely to face over the next eighteen months and how will these challenges impact the opportunities people and businesses have for a high quality of life in our region?* This question resides at the heart of the SVWDB's strategic plan. Many strategic challenges were identified through the environmental scan. The most prevalent were:

- Employers cannot find qualified applicants and the outlook is not promising.
- Technical advancements create demand for highly skilled workers, a trend that is expected to continue.
- Basic work skills, something taken for granted in the past, must be taught.
- Deliberate efforts to reach out and provide access to individuals who have been disenfranchised are necessary.
- The Shenandoah Valley's ratio of wage to cost of living is lower than national average.

While the SVWDB provides answers in the form of strategic goals and strategies for the next eighteen months, It is known that the most effective organizations in the twenty-first

century will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, the strategic plan is intended to be a dynamic blueprint for the sustainability and growth of the Shenandoah Valley Workforce Development Board and the region's workforce development system. It is the product of intensive discussions by the Strategic Planning Committee members and feedback from a variety of stakeholders and staff.

With the shifting environment due to the pandemic of 2020, the board decided that developing a strategy for the next 3-years would not maintain relevancy. Instead, the SVWDB's plan has a time horizon of eighteen months, through December 2022. The planning process included a Strategic Planning Committee made up of WDB members, other key community members, and staff.

The SVWDB strategic plan is a broad road map and there is still much to be determined relative to implementation. This plan is the framework to continue regional workforce system growth and ensures the sustainability of high-performance, customer-focused organization that continues to benefit all stakeholders – including customers, partners, and the community.

One of the SVWDB key operating principles is to align and maximize all resources required to carry out strategic initiatives and seek to increase resources as required to achieve the organization's mission. Within this context, described below are how the SVWDB goals and strategies **initially** address the initiatives.

As identified in other parts of this section, the SVWDB vision is to *lead Virginia in ensuring a highly skilled and engaged workforce. We integrate workforce development and economic development activities to produce a vibrant economy with unparalleled quality of life.* This vision was developed collectively with economic development and partners and is the vision for the region. The Shenandoah Valley region is made up of subregions with differing needs. However, all agreed that this is a collective vision for the entire region.

Several strategies in the strategic plan address engaging businesses to be able to

anticipate their needs, including:

- Expand the system's footprint to ensure the SVWDB is reaching out to small and medium size businesses not already aware of the workforce system and the SVWDB.
- Continue to support the Business Solutions Team in collaborating and continuously improving coordination of services to employers.
- Advocate with economic development and other key partners to develop the community eco-systems that will keep potential workers in the region and attract people to come to the area to live and work.
- Create methods to engage with individual businesses and groups of businesses with similar needs to provide ongoing support.
- Continued employer engagement through Business Solutions Team meetings with employers either individually or by like sectors to hear concerns, evaluate needs, and provide services or make referrals for service delivery.
- Conduct employer surveys and focus groups to identify the current talent development needs of employers and identify future trends that could impact the workforce environment.

As noted in multiple subsections of this section, one of three strategic priorities in the SVWDB plan is to develop and deliver workforce services to individuals who are underemployed<sup>4</sup> and underrepresented to expand the talent pipeline of youth and adults. Based on data contained in the ALICE Report produced by the United Way to develop an understanding of those who are underemployed and underrepresented in the labor market in the region and their needs.

One of the key strategies in the SVWDB plan is to *connect individuals to training and a system of wrap around services that is responsive to their diverse experience and needs.*

<sup>4</sup> For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents 'the growing number of households in our communities that do not earn enough to afford basic necessities'.

Implementation of this key strategy requires working with all partners and aligning resources to address issues such as childcare, transportation, mental health services, health services, opportunities for exposure (particularly youth) to different life and work experiences, and nutrition needs.

The Business Solution Team's primary customer is businesses. The Team operates as the single point of contact for regional businesses by ensuring Business Solutions Team members have knowledge of all services and program resources available to employers and the process to engage employers in services and workforce strategies. The Business Solutions Team works through the region's established integrated service delivery system to engage employers in on-the-job (OJT) training initiatives.

The SVWDB has been successful in developing employer relationships to expand registered apprenticeship through the implementing of a \$5 million American Apprenticeship Initiative (AAI) grant awarded to SVWDB through the US DOL. The grant's innovative boot camp design and collaboration with system partners, local educational institutions, and employers, has vastly increased the awareness and utilization of apprenticeship in the Shenandoah Valley. The five-year AAI grant supported employers in registering 1,116 new apprentices and establishing 404 pre-apprenticeships. Of the new apprentices, 531 were from targeted underrepresented populations and of the pre-apprenticeships, 192 were from the same-targeted population, which includes minorities, females, veterans, low skill workers, and individuals with disabilities. Youth represented 244 of the new registered apprentices and 99 registered and pre-apprentices were co-enrolled in WIOA. The Board will seek resources to continue the momentum of registered apprentice and pre-apprenticeship efforts underway in the Valley.

Lessons have been learned through the implementation of the AAI grant and guidelines for program development and implementation have been established that can be applied to all

OJT initiatives. Collaboration with partners and integration of partner services is required to ensure participants in OJT programs have the resources and supports needed for success. As employers' need for specialized, skilled workers continues to grow, the SVWDB will seek new and innovative ways to tap into available potential and assist in creating viable candidates. A proven OJT model that includes targeted education, a support group comprised of community resources, and a viable career pathway will guide future efforts to advance workers and support the long-term needs of employers.

The SVWDB's strategic plan has outcome metrics for each of the 3 goals. The board plans to engage in the development of an Operations Plan, to be completed by June 2021. That plan will identify measures and metrics for operational service delivery to support the outcomes of the strategy. The strategic plan measures have been identified. The metrics are still in development.

- Increase the number of individuals obtaining jobs at a family sustaining wage.
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need.
- Increase customer satisfaction.
- All partners have integrated the skills employers identified as 'essential workplace skills' into their employability development programs.
- Individuals in employability programs obtain the skills.

Employers within the targeted industries report that they are aware that these skills are being taught throughout the workforce system.

One of the SVWDB's key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve the SVWDB mission. Discussions in the Partner Team will begin to examine what resources are required and how to align them using tools such as the Infrastructure Sharing

Agreement (IFA) and resource development strategies (see below).

SVWDB is a private not for profit. Designation as a 501c3 was intentional, positioning the Board to raise funds from foundations and corporations. Those funding entities are not likely to provide funding to government entities. The SVWDB is in the process of developing a strategic plan for the organization that is aligned and supports the system's strategy. During that process, which is beginning now through June, time will be spent addressing resource development. Some of the strategies identified may include:

- Joint proposal submissions with partner agencies for foundation and corporate funding, with SVWDB serving as the fiscal agent for a collaborative initiative.
- Enhancing social media fundraising strategies.
- Maximizing the innovative Network2Work initiative to promote with foundations for expansion and scaling.

### Section 3: Local Area Partnerships and Investment Strategies

Please try to answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Provide a description of the workforce development system in the local area that identifies:

- The programs that are included in that system
- How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- How the local board coordinates and interacts with Chief Elected Officials (CEO)

[WIOA Sec. 108(b)(2)]

The SVWDB seeks to establish a workforce system that stands in stark contrast to the “traditional”/historical transaction-based model, whereby each agency operates its own business and job seeker services, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of



proactive, transparent, and effective job seeker and business services provided by a seamless collaboration of talent development and support agencies. The workforce development system in LWDA 4 includes the following programs:

- WIOA Title I Adult and Dislocated Worker and Youth Programs
- WIOA Title II Adult Education
- WIOA Title III Wagner-Peyser Act (as amended) Employment Services
- WIOA Title IV Rehabilitative Services Program
- WIOA Title V Senior Community Service Employment Program (SCSEP)
- Carl D. Perkins Act of 2006 Postsecondary Career and Technical Education
- TANF Part A of Title IV of the Social Security Act
- National Farmworkers Jobs Program for Migrant Seasonal Farmworkers
- U.S.C. Chapter 41 of Title 39 Jobs for Veterans State Grants (JVSG)
- Temporary Assistance for Needy Families (TANF) authorized under Part A of Title IV of the Social Security Act
- Trade Adjustment Assistance (TAA) under Chapter 2 of the Trade Act of 1974
- Unemployment Insurance (UI) programs under Virginia unemployment compensation laws

Services delivered through the Carl D. Perkins Career and Technical Education Act of 2006 are carried out by community colleges and include the provision of career resources, program consulting, and referrals to the Virginia Career Works system. Sub-recipient service providers of Career and Technical Education, such as Skyline Literacy, a co-located partner in the Virginia Career Works – Harrisonburg Center, provide assistance to job seekers with limited literacy skills by providing literacy classes, tutoring, career counseling, and job skills training. Skyline also provides instruction for individuals with limited English skills and Citizenship preparation.

A Memorandum of Understanding (MOU) among partners defines the parameters within which education, workforce, and other Partner programs and entities operating in the LWDA create a seamless, customer-focused service delivery system that aligns service delivery and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships reduce administrative burden and costs and increase customer access and performance outcomes.

SVWDB, in partnership with the Chief Elected Officials and other applicable partners within the LWDA, develop and submit a Local Plan that includes a description of the activities to be undertaken by the Board and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy. The Board, in cooperation with the local Chief Elected Officials, designs and approves the workforce system structure that includes but is not limited to adequate, sufficient, and accessible one-stop center locations and facilities, sufficient numbers and types of career and training service providers (including services to individuals with disabilities, adult education and literacy activities), a holistic system of supportive services, and one or more competitively procured one-stop operator.

The Chief Elected Officials and the SVWDB collaborate to:

- Designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s)
- Determine the role and day-to-day duties of the one-stop operator,
- Approve annual budget allocations for operation of the VA Career Works system,
- Leverage additional funding for the VA Career Works system to operate and expand one-stop customer activities and resources, and
- Review and evaluate performance of the LWDA and one-stop operator.

3.2 Describe strategies and services that will be used in the local area to:

- Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs
- Support a local workforce development system that meets the needs of businesses in the local area
- Better coordinate workforce development programs and economic development
- Strengthen linkages between the one-stop delivery system and unemployment insurance programs

These strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.

The local board generally services as the “regional convener” and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No.13-01 Business Service Requirements for Local Workforce Investment Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers, and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer’s outcomes and satisfaction with the workforce system through Business Services Teams.

[WIOA Sec. 108(b)(4), Code of Virginia 2.2. Chapter 24 Section 2.2-2472.1]

The LWDA 4 Business Solutions Team serves as the unit that promotes, delivers, evaluates, and continually improves Virginia Career Works Center services to employers, including small and medium employers, to provide a streamlined business support process that avoids duplication of services. A sector strategies approach to service delivery with a focus on in-demand occupations serves as the foundation for business engagement that crosses traditional boundaries, addresses current and emerging skills gaps, and aligns regional programs and resources. The Business Solutions Team meets monthly and includes representatives from core WIOA programs, post-secondary education, K-12 CTE, local, regional and state economic development professionals, and community organizations.

The Business Solution Team’s primary customer is businesses. The Team operates as the single point of contact for regional businesses by assuring Business Solutions Team members have knowledge of all services and program resources available to employers and the process to engage employers in services and workforce strategies. A Team Charter and Communication Plan guides the team in their mission to integrate resources through a

collaborative service delivery system and deliver services to ensure a highly skilled workforce that supports sustained economic growth. The Business Solutions Team meets with employers either individually or by like sectors to hear concerns, evaluate needs, and propose services or make referrals for service delivery. The Employer Network Director for Title I Programs, as well as Business Development Professionals from partner agencies and organizations, work to build lasting relationships with employers and engage them with the Business Solutions Team.

The LWDA 4 Business Solutions Team was formally organized in 2018 and has worked to streamline services through a sector strategies approach to service delivery. The next step in the evolution of the Business Solutions Team is formalizing a sector partnership to develop a career pathway to support an in-demand industry sector. Members of the Business Solutions Team are given opportunity to participate in the Sector Strategies and Career Pathways Academy, an online learning platform for Virginia's workforce professionals that seeks to strengthen the leadership capacity of workforce system partners and practitioners to incorporate sector partnership and career pathway strategies and thinking as integral components of the workforce system.

Representatives from the Virginia Employment Commission (VEC) Unemployment Insurance Program participate on the Business Solutions Team and collaborate to support the region's workforce system. The SVWDB partnered with the VEC to assist with serving Unemployment Insurance customers during the high volume of claims associated with the Covid pandemic. VCW Title I staff and center partners worked with the VEC to set up a phone appointment scheduling system, online appointment scheduling system, and online chat to guide claimants to Unemployment Insurance support services. Through this collaboration the understanding of and bond between the Unemployment Insurance Program and the workforce system has been strengthened.

3.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

Collaboration between SVWDB and regional economic development entities exists because of a shared vision for a prosperous region and the understanding that business attraction and retention is based primarily on the region's workforce and ability to develop a talent pipeline of skilled workers.

The SVWDB is engaged with economic development in the region through collaboration with the Shenandoah Valley Partnership, a regional economic development organization representing twelve of the sixteen local governments in LWDA 4. The Director of the Shenandoah Valley Partnership serves on the Shenandoah Valley Workforce Development Board and participated in the strategic planning for this Local Plan. The Directors of Economic Development for Frederick County and the Town of Strasburg also serve on the SVWDB Board. The SVWDB engages with local economic development directors through the Chief Elected Officials Consortium to align workforce development strategies with the local economy.

The SVWDB participates in sub regional groups that address education and workforce issues. These groups include the Workforce Initiative in the northern region, the Talent Coalition in the Central region, and the Workforce + Education Committee in the Southern region. These groups are made up of business, education, local government, economic development, and community stakeholders that host events and initiatives to support the local economy. Initiative examples include career exploration events and competitions for K-12 students, Business and Education Summits, job fairs, sector strategies, and entrepreneurship programs targeting underrepresented populations.

The Shenandoah Valley region has an entrepreneurial ecosystem that includes two Small Business Development Centers, local government and community initiatives, and college and university resources that can be referral sources for entrepreneurial skills

development and microenterprises services. Some localities in the region host business plan competitions and incentivize entrepreneurial activities to stimulate economic development.

3.4 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The SVWDB collaborates with relevant secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. Technical centers, which are part of the secondary school system, provide occupational skills training and related instruction for registered apprenticeship. Technical center representatives participate in planning activities for workforce program design and participate on the Business Solutions Team. The SVWDB works closely with technical centers to include programs on the Eligible Training Provider List that are relevant to in-demand occupations.

Numerous postsecondary education providers serve the region to provide instructional programs designed primarily for students who have completed high school or a GED. Postsecondary programs offer education and training to obtain a degree or certification and are included on the Education and Training Provider List when applicable to regional in-demand occupations.

Assisting low-skilled, low-income workers transition into postsecondary education improves employment opportunities and the ability to obtain a family supporting wage. The SVWDB has prioritized assisting the underemployed and underrepresented through the Network2Work service delivery model, a model that connects job seekers to the skills, education, training, and support services they need for employment in in-demand occupations with family sustaining wages. Postsecondary education providers are a key partner in planning and implementing comprehensive and integrated workforce strategies aimed at elevating people to stable employment with a family sustaining wage.

3.5 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

SVWDB maintains close, collaborative relationships with Blue Ridge Community College, Dabney S. Lancaster Community College, and Lord Fairfax Community College. Either the president or the vice-president for workforce services from each of these colleges sit on the SVWDB Board of Directors. All three community colleges participate in training the region's workforce and work closely with the region's businesses to ensure that career and technical training is directed at meeting business needs. The community colleges participate in co-designing and implementation support for workforce grant opportunities in the region and participate on the Business Services Team.

The SVWDB refers individuals to community colleges for grant funded training opportunities that complement WIOA services to assure that all available funding resources are utilized to support education and training of WIOA participants. The SVWDB works with community colleges to include programs on the Eligible Training Provider List (ETPL) to broaden training opportunities for WIOA participants. Through close collaboration with community colleges and their presence on the SVWDB Board of Directors, SVWDB works to avoid duplication of services with the community college system.

3.6 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

Supportive services are not an entitlement and must be supported by demonstration of financial need and follow Priority of Service. Supportive services funded through WIOA are limited and must be leveraged with other local resources. Funds for supportive services are utilized in a manner that avoids redundancy and leverages funding from all available resources, including funding from private, community, and faith-based organizations. The provision of Supportive Services follows SVWDB Policy OP 12-08 and may only be provided to

WIOA clients participating in WIOA programs who are unable to obtain supportive services through other programs.

The LWDA 4 region is a mix of urban and rural areas. Three of the Cities in the region have public transportation systems serving the metropolitan areas providing affordable public transportation for workers fortunate to live and work where there is a public transportation system. Unfortunately, not all workers have access to public transportation, particularly those that live in rural areas of the region. Transportation is an identified barrier to employment in LWDA 4 and the SVWDB has a Transportation Resource Guide with more than 20 local resources for front line staff and partners to refer participants to available non-profit and private transportation services provided in the region. Virginia 211, an online resource guide for the Commonwealth of Virginia, also provides transportation and other supportive service resources by zip code and is available online for public use at [www.211virginia.org](http://www.211virginia.org).

3.7 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

The Virginia Employment Commission (VEC) administers Wagner-Peyser employment services for the Commonwealth of Virginia. Wagner-Peyser services are provided at Virginia Career Works Centers as part of a full range of employment services available to job seekers. Career Services provided through the Wagner-Peyser program include basic career services, individualized career services, and follow up services. Wagner Peyser also includes services for migrant and seasonal farm workers.

VEC is co-located in Virginia Career Works Centers in the Shenandoah Valley region and a party to the MOU and cost allocation agreement that guides center operations, defines partner services, and creates a seamless, customer-focused service delivery system. A VEC regional manager serves on the SVWDB Board of Directors and takes an active role in



planning and implementation of workforce initiatives in the region.

In June 2020, in response to increased unemployment claim inquiries due to the Covid pandemic, VEC contracted with local workforce boards to temporarily provide Wagner-Peyser services at Virginia Career Works Centers. Title I staff were trained in the provision of Wagner-Peyser services and are providing Wagner-Peyser services at Virginia Career Works Centers through March of 2021. This opportunity for Title I staff to learn about and provide Wagner-Peyser services has resulted in Title I staff having a better understanding of the provision of Wagner-Peyser services, working knowledge of how those services are integrated into the workforce system, and how duplication of effort can be avoided.

3.8 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]
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Waynesboro City Public Schools holds the contract for Adult Education in LWDA 4 southern and central service regions and Lord Fairfax Community College holds the contract for the northern service region. The program managers of these adult education programs sit on the SVWDB Board of Directors, contribute to the development of the LWDA 4 Local Plan, and collaborate on workforce program alignment and system integration.

The SVWDB works with local Adult Education and Literacy application awardees and their second tier providers such as Skyline Literacy and Literacy Volunteers, to ensure that adult education and literacy programs demonstrate effectiveness and that program funds are used to promote alignment with local workforce development strategies. Skyline Literacy and Literacy Volunteers are located in or near Virginia Career Works centers in LWDA 4 and provide services such as basic literacy, English language learning and family literacy, computer literacy, citizenship preparedness, and test preparation.

3.9 Describe how the local plan shall:

- Specify the policies and protocols to be followed by all the region's workforce development entities when engaging the region's employers
- Address how the region's workforce entities will involve employers in the formation of new workforce development activities
- Identify what activities will be undertaken to address employers' specific workforce needs

The Business Solutions Team in LWDA 4 is responsible for integrating resources and delivering services to employers to ensure a highly skilled workforce for sustainable economic growth. The SVWDB ensures the coordination of business service delivery to businesses and avoids duplication of services by partner agencies through Business Solutions Team protocols and the Partner MOU. The LWDA 4 Local Plan and Virginia Combined State Plan set a vision and standard for service delivery to employers.

The Business Solutions Team coordinates activities that include building relationships with businesses and business-focused organizations, integrating and streamlining business services, providing resources and labor market information to businesses, assisting with recruiting and training and providing customized solutions to business that incorporate all applicable resources in the workforce system. The Team uses an industry focused, sector strategies approach to engaging businesses, where applicable, as the most effective way to align public and private resources to address the talent needs of employers.

A Team Charter and Communication Plan following WIOA and state guidelines, sets protocols for working with business customers including standardized timeframes for response and follow up with businesses. A single point of contact protocol is followed to engage businesses. Team members are made aware of the services provided by all team member agencies and organizations so appropriate referrals can be made. The Team meets monthly with different employers to discuss workforce needs and challenges. A coordinated team response to employers provides contact information for workforce system partners and services that can assist the employer with identified challenges. Feedback from employers engaged with the Business Solutions Team consistently shows that employers appreciate the

team's integrated service delivery approach and information on the multitude of resources available through Virginia's workforce system to support businesses and job seekers.

The region is fortunate to have employers that engage with the Business Solutions Team and participate in surveys and focus groups to inform workforce development activities. Through the strategic planning process for local plan development, which included input from employers, SVWDB prioritized building awareness and identity of the SVWDB and the workforce system's opportunities and supports. A communications outreach plan will be developed to promote the workforce system as a bridge between business, people looking for jobs, training, and jobs. This outreach initiative will increase awareness of workforce system services and expand the momentum of employer engagement already underway in the region.

3.10 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
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WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training services. SVWDB Priority of Services Policy OP13-03 establishes a process and priority ranking system, which gives priority for services to targeted groups including, veterans, recipients of public assistance, other low income individuals, and individuals who are basic skills deficient. To identify priority populations and facilitate implementation of priority of service in service delivery, at the point of entry, Virginia Career Works customers are informed about their 1) entitlement or lack thereof, to priority of service; 2) the full array of employment, training and placement services available under priority of service; and 3) any applicable eligibility requirements for those programs and/or services. At the point of entry, self-attestation to priority status is acceptable. Priority status is verified when a customer is to receive individualized career or training services. Priority of Services Policy OP13-03 includes a Priority of Service Verification Form for Adult applicants along with income guidelines and a living wage calculator to assist with priority of service determination.

## Section 4: Program Design and Evaluation

Please try to answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The SVWDB is committed to advancing a unified structure and process of proactive and effective job seeker and business services provided through a seamless collaboration of agencies and community partners carrying out core and support workforce programs. Working toward this objective, the SVWDB adopted the Network2Work service delivery model in 2020 to expand service delivery and available resources to under employed and underserved populations. The Board began transition to the new model by hiring staff to fill the roles needed to implement Network2Work.

Network2Work was founded on the premise that a community thrives when its residents thrive. Residents thrive when their capacity as human beings is unleashed, and their capacity as human beings can only be unleashed when their basic needs are met. Too many families in the Commonwealth, especially in communities of color, do not earn enough money to pay for the essentials of life, food, shelter, clothing, utilities, and the costs associated with working, which are primarily childcare and transportation. The Network2Work framework was designed intentionally to identify these families and connect them to quality jobs that pay family-sustaining wages.

Employers are the one group that has the interest and capacity to give people money, even more than they “need,” month after month, year after year. Yet, those who most need to connect to those employers often have the least access. Network2Work addresses this fundamental challenge by using a political style ground game of well-connected individuals in low-income neighborhoods to recruit job-seekers. To make these connections, Network2Work

utilizes custom-built, award-winning software that injects job and resource information directly into struggling neighborhoods through the smartphones of its community Connectors, the people who are at the center of social networks in neighborhoods, schools, churches, nonprofits, and immigrant communities. They are the individuals in the community to whom people turn for information and advice. These Connectors are the “secret sauce” of the Network2Work Job Seeker Network as many job seekers seek employment opportunities using personal connections.

Network2Work brings together three key networks, the Employer Network, the social and job-training service organizations (Provider Network), and a creative system of job seeker recruitment (Job Seeker Network). The three networks are created and sustained by human relationships, but those relationships are coordinated and amplified through the Network2Work technology platform.

Adopting and implementing the Network2Work model of service delivery expands access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment and those disconnected from available services. Minority and disadvantaged populations are suffering disproportionately, both physically and financially, from the impact of the Covid pandemic. This new model of service delivery will allow the Board to focus recovery efforts not simply on restoring the old economy, but on rebuilding an equitable economy where the opportunity for a career with family-sustaining income is available to even the hardest to reach populations.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. [WIOA Sec. 108(b)(3)]
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During the latter part of 2020, the SVWDB began the process of developing a strategic plan that will drive positive change within the SVWDB and the community. One of the three key strategies that will be carried out under the Board’s strategic plan is to implement a

system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace. This strategy was selected based on input from employers through surveys, questionnaires, and focus groups that consistently identified executive functioning and work ready skills as lacking in the workforce.

The Board laid out key objectives that follow a career pathways strategy of engaging employers to identify key competencies employers categorize as work ready, validate the competencies with local employers within each targeted industry, and convene partners to ensure that the essential skills/competencies are a focus of their employability training programs. Curriculum is then aligned to teaching the skills employers require for the current and future workplace.

Creating a career pathway begins with evaluating the current state of career awareness and readiness. The development of work ready and executive functioning skills provides the “first step” toward preparing individuals for continued learning along a career pathway that aligns with their career goals. The ability of the Board to successfully address the “work ready” gap in the talent pipeline will build recognition with employers that the Board is the “go to” organization to bring together the people and resources to address an identified deficiency in the workforce pipeline. Gaining recognition among employers as a resource for talent pipeline solutions sets the stage for employer engagement in future Board led career pathway development initiatives.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]
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The SVWDB follows an integrated service delivery strategy that aligns and braids resources of workforce partners to seamlessly, efficiently, and effectively address the training and support needs of job seekers. Co-enrollment with partner programs is used as a tool to reduce duplicative and administrative activities and leverage funding to provide a robust menu

of services and supports that ensure job seekers have the skills and support to obtain sustained employment in the local economy. WIOA Title I co-enrolls participants in programs with the Virginia Employment Commission, Virginia Department for Blind and Vision Impaired, Virginia Department for Aging and Rehabilitative Services, Adult Education, and discretionary grant programs such as the Economic Equity Initiative and American Apprenticeship Initiative.

SVWDB follows the Virginia Board of Workforce Development Policy 19-01 which requires all individuals assessed as eligible for Transition Adjustment Assistance (TAA) programs be co-enrolled to receive WIOA Title I Dislocated Worker services. By co-enrolling Title I Dislocated Worker and TAA programs, services delivered to dislocated workers are seamless, efficient, and effective in assisting workers impacted by layoffs gain access to the training and supportive services needed to return to work. These programs are complimentary in nature and provide additional funding for dislocated worker services.

4.4 Describe one-stop delivery system in the local area, including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

The one-stop delivery system in LWDA 4 includes core program partners that work together to coordinate services provided to individuals and design and implement strategies that align education, training programs, and support services to provide individuals access to and pathways to family-supporting wages. Continuous improvement of the workforce system is supported through evaluation, accountability, identification of best practices, and data driven decision making. The Board evaluates job seeker service delivery through a Customer Satisfaction Survey completed by job seekers receiving services through the Virginia Career Works System. Business services are evaluated through a state customer satisfaction survey distributed by the Business Solutions Team to employers receiving business services.

Core partners in the region's one-stop system enter into a Memorandum of Understanding (MOU) with the SVWDB that describes services to be provided through the one-stop delivery system, how those services are coordinated and delivered through the system, and a funding structure that addresses cost sharing and infrastructure funding. The MOU establishes consistency and transparency in one-stop services and provides a reference point for service delivery evaluation and continuous improvement. Partner management teams at one-stop centers meet regularly to discuss intake, assessment, and referral processes as part of the continuous improvement process.

One-stop center certification is conducted every three years in accordance with WIOA, the Code of Federal Regulations, and Virginia Board of Workforce Development Policy 300-06 One-Stop Certification. One-stop center certification establishes requirements for consistent delivery of workforce services, continuous improvement of service delivery, provides a basis for evaluation of service provider effectiveness, and maintains eligibility for one-stop infrastructure funding.

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| <p>B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]</p> |
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Workforce services in LWDA 4 are provided at three service access points called Virginia Career Works Centers. Due to the large geographic service area in LWDA 4, services are also made available in remote areas through outreach conducted at libraries, community colleges, training facilities, and through collaboration with community organizations such as Chambers of Commerce. Through the Covid pandemic, job seekers services have been provided virtually and services were never discontinued.

Technology applications, such as virtual orientations and workshops, virtual enrollment and assessment, virtual training, and virtual hiring events are widely used and accepted as service delivery practices in the region and expand services to remote areas with broadband



connectivity. The Network2Work services delivery model adds an additional technology application and process to the service delivery system to reach populations in most need of services including those in remote areas. Community Connectors have access to the Network2Work application to connect targeted populations, even those with no broadband access, to the workforce system.

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| <p>C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]</p> |
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The Shenandoah Valley Workforce Development Board (SVWDB), in compliance with WIOA Section 188 and the American with Disabilities Act of 1990, has adopted strategies and practices to ensure physical and programmatic accessibility for all individuals including individuals with disabilities and language barriers. Accessibility requirements for services provided at Virginia Career Works Centers are included in the Memorandum of Understanding between the SVWDB and core partners. Accessibility evaluations are conducted during the one-stop Center Certification process to ensure continued compliance.

The one-stop Operator organizes and delivers coordinated access to all required customer services through collaboration with one-stop system partners and supports the state's one-stop center certification process in accordance with requirements prescribed by the Virginia Board for Workforce Development.

One-stop staff are trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. The Virginia Department of Aging and Rehabilitative Services (DARS), a center partner, provides disability awareness training for center staff. Board and agency staff participate in WIOA Section 188 Compliance Training provided statewide by DARS. The VEC and SVWDB contribute to

purchasing accessibility tools and resources for Career Works Centers. “I Speak” language identification cards are used to identify languages spoken and Google Translate and a Language Line are available to staff. An interpreter is provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Resource centers are equipped with a computer with an adjustable stand, large print keyboard, and trackball mouse. Assistive devices, such as screen-reading software programs (e.g., JAWS, Magic and Magnifier) and assistive listening devices are available to provide physical and programmatic accessibility within the service delivery system.

The SVWDB website, [www.vcwvalley.com](http://www.vcwvalley.com), was developed using the Virginia approved website template and Virginia Career Works Brand standards. The web site uses a UserWay accessibility widget, an accessibility compliance solution that ensures the website provides a digital experience that meets and exceeds WCAG 2.1 AA requirements, as required by the ADA and other governmental and regulatory bodies.

D. Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]
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The one-stop system Memorandum of Understanding (MOU) signed by core partners in LWDA 4 defines the role of all parties to the agreement. Partners agree to work closely together to ensure that all Virginia Career Works Centers are high-performing work places with staff that ensure quality of service and compliance with all provisions of state and federal nondiscrimination, equal opportunity, and accessibility requirements. All partners agree to collaborate and reasonably assist each other in the development of necessary service delivery protocols, comply with all applicable federal and state laws related to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and agree that all equipment and furniture purchased by any party for use in service delivery remain the property of the purchaser.

The Partner MOU includes a Infrastructure Funding Agreement (IFA) where all parties agree that joint funding is a necessary foundation for an integrated service delivery system. The IFA reflects each partners' shared costs, or contribution, and establishes a financial plan (master budget), including terms and conditions, to fund the services and operating costs for that center. All costs are allocated according to partners' proportionate use, based on square feet occupied by partner program staff, and relative benefits received. Budgets are reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The IFA is expected to be transparent and negotiated among partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

Infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the Centers including, but not limited to, rental of facilities, utilities and maintenance, equipment, including assessment-related products and assistive technology for individuals with disabilities, and technology to facilitate access, planning, and outreach activities. IFA contributions vary by center based on lease arrangements, partner presence, and use of the center. Shared costs include rent, utilities, maintenance contracts, janitorial supplies/services, facilities maintenance, computer maintenance, resource room computer maintenance, computer software, data plan costs, telephone/fax equipment and service fees, copier equipment, general supplies, signage, and printing of outreach and community awareness materials.

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| <p>E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]</p> |
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The use of technology for program enrollments at one-stop centers in LWDA 4 increased rapidly in 2020 due to the Covid pandemic. When one-stop centers were closed to the public in March, staff quickly evaluated and implemented virtual service delivery tools and

processes so there was never a disruption of services. Customers are able to complete the entire WIOA enrollment process from start to finish virtually, utilizing platforms such as Zoom, DocuSign, and the telephone. Files have been converted from paper to electronic, and all documents can be accessed via an internal shared drive, as well as an online state database. The Virginia Career Works referral portal, a free resource that connects job seekers to critical training, career, and support resources, is promoted through Virginia Career Works – Shenandoah Valley web and social media platforms. Referrals are received through the portal and distributed to service providers. Referrals are completed using a Google Form that captures all the contact information from the participant and allows it to be electronically distributed to the appropriate coach or service provider.

The implementation of the Network2Work service delivery model provides an additional technology solution that will use an app that will be provided to “community connectors,” to engage targeted populations in the workforce system and direct them to specific programs and services based on a questionnaire in the app. The app is currently being developed and expected to be ready for implementation in early 2021.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners.
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The following chart shows the services provided by WIOA mandated partners in LWDA 4 and the programs that provide funding for these services. Implementation of Network2Work will expand partnerships with community and faith based organizations that are not currently involved in the workforce system.

<b><i>Partner Organization/Program</i></b>	<b><i>Services Provided</i></b>
Shenandoah Valley Workforce Development Board  WIOA Title I Program (Adult and Dislocated Worker Programs)	<b>WIOA Title I – Adult and Dislocated Worker Program Career Services</b> <ul style="list-style-type: none"> <li>• Diagnostic Testing, Assessments, Evaluations</li> <li>• Individual Employment Plan Development</li> <li>• Career Planning</li> <li>• Short-term Pre-vocational Services</li> <li>• Internships and Work Experience</li> <li>• Workforce Preparation Activities</li> <li>• Financial Literacy Services</li> </ul> <b>Training Services</b> <ul style="list-style-type: none"> <li>• Occupational Skills Training</li> <li>• On-the-Job Training (OJT)</li> <li>• Incumbent Worker Training</li> <li>• Entrepreneurial Training (Adult Program)</li> <li>• Skills Upgrading and Retraining</li> <li>• Adult Education and Literacy Activities</li> </ul> <b>Supportive Services</b> (based on availability of funds) <ul style="list-style-type: none"> <li>• Transportation and Childcare Assistance</li> <li>• Payment of Credentialing/Licensing Fees</li> <li>• Reasonable Accommodations for a Disability</li> <li>• Books, Tools, and School Supplies</li> <li>• Required Uniforms and Work-related Expenses</li> <li>• Referrals to Community Services and Health Care</li> </ul>
Shenandoah Valley Workforce Development Board  WIOA Title I Program (Youth Program)	<b>Title I Youth Program Career Services</b> <ul style="list-style-type: none"> <li>• Work Experience Opportunities</li> <li>• Occupational Skills Training</li> <li>• On-The-Job Training (OJT)</li> <li>• High-school Equivalency Education Assistance</li> <li>• Tutoring and Basic Skills Education</li> <li>• Leadership Development Opportunities</li> <li>• Financial Literacy</li> <li>• Career Counseling and Exploration Services</li> <li>• Post-secondary Education Preparation</li> <li>• Entrepreneurial Skills Training</li> </ul> <b>Supportive Services</b> (based on availability of funds) <ul style="list-style-type: none"> <li>• Transportation Assistance</li> <li>• Payment of Credentialing/Licensing Fees</li> <li>• Childcare Assistance</li> <li>• Books and Training Materials</li> <li>• Required Uniforms and Other Work-Related Expenses</li> </ul>
Lord Fairfax Community College	<ul style="list-style-type: none"> <li>• Adult education and literacy activities, including GED and English language acquisition</li> </ul>

WIOA Title II Program (Adult Education)	
Shenandoah Initiative for Adult Education  WIOA Title II Program (Adult Education)	<ul style="list-style-type: none"> <li>• Contract with Skyline Literacy to provide adult education and literacy activities, including GED and English language acquisition</li> </ul>
Skyline Literacy  WIOA Title II Program (Adult Education)	<ul style="list-style-type: none"> <li>• Inform job seekers with limited literacy skills of literacy services available</li> <li>• Provide skills needs assessment, guidance, information and interpretation services to job seekers whose limited English skills create a barrier to employment, job retention and self-sufficiency</li> <li>• Make referrals to Virginia Career Works Centers for tutoring, career counseling, job skills training and other educational opportunities</li> <li>• Provides classroom instruction for preparation for Citizenship</li> </ul>
Blue Ridge Community College  Postsecondary Career and Technical Education (CTE) Programs under Carl D. Perkins CTE Act of 2006	<ul style="list-style-type: none"> <li>• Contract with Skyline Literacy assist job seekers with limited literacy skills by providing information about literacy classes, tutoring, career counseling, job skills training and other educational opportunities provided through Virginia Career Works Centers</li> <li>• Provide skills needs assessment, guidance, information and interpretation services to job seekers whose limited English skills create a barrier to employment, job retention and self-sufficiency</li> <li>• Make referrals to Virginia Career Works Centers</li> </ul>
Lord Fairfax Community College  Postsecondary Career and Technical Education (CTE) Programs under Carl D. Perkins CTE Act of 2006	<ul style="list-style-type: none"> <li>• Provide LFCC career resources and course catalog to center staff and consult with center staff on programs</li> <li>• Make referrals to Virginia Career Works Centers</li> </ul>
Virginia Employment Commission  Employment Services (ES) program authorized under the Wagner- Peyser Act, as amended by Title III of WIOA, also providing the state's labor exchange	<ul style="list-style-type: none"> <li>• Provide basic career services and individualized career services for job seekers and workers</li> <li>• Initial assessment of skill levels, aptitudes, abilities, and supportive service needs</li> <li>• Conduct outreach regarding local workforce system's services and products</li> <li>• Provide access to labor market information and assist with the interpretation of this information relating to local, regional, and national labor market areas, including job vacancy listings, information</li> </ul>

	<p>on job skills necessary to obtain the jobs, and information relating to local occupations in demand and their earnings, skill requirements, and opportunities for advancement for such occupations</p> <ul style="list-style-type: none"> <li>• Conduct outreach and assist employers fill their workforce needs with qualified job seekers</li> <li>• Provide customized recruitment and job applicant screening and referral services</li> <li>• Conduct job fairs, use one-stop center facilities for recruiting and interviewing job applicants</li> <li>• Post job vacancies in the state labor exchange system and take and fill job orders</li> <li>• Provide information regarding workforce development initiatives and programs</li> <li>• Develop, convene, or implement industry or sector partnerships</li> <li>• Conduct intake, outreach, and orientation to the information services, programs, tools and resources available through the workforce system</li> <li>• Referral to training services</li> <li>• Information on the availability of supportive services and referral to such as appropriate</li> </ul>
<p>Virginia Employment Commission</p> <p>Unemployment Insurance (UI) programs under Virginia unemployment compensation laws</p>	<ul style="list-style-type: none"> <li>• Provide information and services related to Unemployment Insurance taxes and claims</li> </ul>
<p>Virginia Employment Commission</p> <p>Jobs for Veterans State Grants (JVSG) authorized under chapter 41 of Title 39, U.S.C.</p>	<ul style="list-style-type: none"> <li>• Provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment</li> <li>• Conduct outreach and assist employers fill their workforce needs with job seeking Veterans</li> </ul>
<p>Virginia Employment Commission</p> <p>Rapid Response</p>	<ul style="list-style-type: none"> <li>• Respond to announcements of layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers to ensure rapid reemployment and to minimize the negative impacts of the layoff</li> </ul>
<p>Virginia Employment Commission</p> <p>Trade Adjustment Assistance (TAA)</p>	<ul style="list-style-type: none"> <li>• The TAA Program is a federal program established under the Trade Act that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased</li> </ul>

authorized under chapter 2 of Title ## of the Trade Act of 1974	<p>imports. The program develops On-the-Job Training (OJT) contracts</p> <ul style="list-style-type: none"> <li>• Provide occupation skills training through Individual Training Accounts (ITAs)</li> <li>• Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals</li> </ul>
<p>Virginia Employment Commission</p> <p>Reemployment Services and Eligibility Assessments (RESEA)</p>	<ul style="list-style-type: none"> <li>• Provide specialize assessments of skill levels and service needs</li> <li>• Review of Unemployment Insurance</li> <li>• Development of an individual employability plan to identify employment goals ,appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals</li> <li>• Referral to training services and reduction in duration of UI benefits</li> </ul>
<p>Virginia Employment Commission</p> <p>Foreign Labor Certification</p>	<ul style="list-style-type: none"> <li>• Process H-2A and H-2B foreign labor applications, conduct employer housing inspections, conduct prevailing wage and practice surveys, and conduct employer outreach for foreign labor programs</li> </ul>
<p>Virginia Employment Commission</p> <p>National Farmworker Jobs Program (Migrant Seasonal Farm Workers)</p>	<ul style="list-style-type: none"> <li>• In and out of area job search and placement assistance</li> <li>• Conduct outreach activities with growers and other employers</li> </ul>
<p>Telamon Corporation</p> <p>National Farmworker Jobs Program (Migrant Seasonal Farm Workers)</p>	<ul style="list-style-type: none"> <li>• Makes referrals to Virginia Career Works Centers</li> <li>• Participates on Business Solutions Team</li> </ul>
<p>VA Dept. for Aging and Rehabilitative Services</p> <p>WIOA Title IV Program (Rehabilitative Services)</p>	<p>Vocational rehabilitation programs and services to assist people with disabilities to prepare for, secure, retain, or regain employment. The scope of workforce services for job seekers determined eligible in open order of selection categories*, and based on an assessment of service needs, may include:</p> <ul style="list-style-type: none"> <li>• Vocational Evaluation/Counseling</li> <li>• Career/Post-Secondary Education Planning</li> <li>• Training and Credentials</li> <li>• Work Readiness and Support Services</li> <li>• Job Development/Coaching/Placement</li> </ul>



	<p><i>*When it has been determined that DARS does not have sufficient funds to serve all eligible individuals, federal law requires that DARS implement an order of selection. Order of selection prioritizes individuals into categories according to the significance of their disabilities and ensures that those with the most significant disabilities are selected first to receive services. Those individuals assigned to a closed category remain on a waiting list for services until there are sufficient resources to open closed categories and they are referred to the Virginia Career Works Center(s) for workforce services.</i></p>
<p>VA Dept. for Blind and Vision Impaired</p> <p>WIOA Title IV Program (Rehabilitative Services)</p>	<ul style="list-style-type: none"> <li>• Referrals to and from Virginia Career Works</li> <li>• Cross train on services provided by each agency</li> </ul>
<p>Goodwill Industries of the Valleys</p> <p>SCSEP Programs under WIOA Title V Program (Senior Community Service Employment Program)</p>	<ul style="list-style-type: none"> <li>• Training and employment opportunities in community service positions for individuals age 55 or older who have low income including:</li> <li>• Job search and placement assistance, career counseling, labor market information identifying job vacancies, skills necessary for occupations in demand, and relevant employment trends in the local, regional, and national economies</li> <li>• Initial assessment of skills and needs</li> <li>• Information on available services and programs</li> <li>• Participate in job fairs</li> </ul>
<p>Region 8 Planning and Development Council-Potomac Highland Support Services</p> <p>SCSEP Programs under WIOA Title V Program (Senior Community Service Employment Program)</p>	<ul style="list-style-type: none"> <li>• Job training (15 hours per week, minimum wage)</li> <li>• Upgraded job skills through classes and ongoing educational programs</li> <li>• On-the-job skills and work experience</li> <li>• Supportive services, including job-readiness training and information about Social Security benefits, income tax requirements, nutrition, consumer education, and personal grooming</li> <li>• Assistance in finding employment in the competitive labor market</li> <li>• Increase in self-confidence and self-sufficiency</li> </ul>
<p>Northern Virginia Workforce Development Board</p> <p>SCSEP Programs under WIOA Title V Program (Senior Community Service Employment Program)</p>	<p>SCSEP offers the following services to low-income individuals age 55 or older:</p> <ul style="list-style-type: none"> <li>• Comprehensive and specialized assessments of skill levels and service needs</li> <li>• Development of individual employment plans to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals</li> </ul>

<p>Shenandoah Valley Department of Social Services</p> <p>Temporary Assistance for Needy Families (TANF) authorized under Part A of Title IV of the Social Security Act</p>	<ul style="list-style-type: none"> <li>• Referrals to Virginia Career Works Centers</li> <li>• Cross training of services provided by VCW and DSS</li> </ul>
<p>Harrisonburg-Rockingham Department of Social Services</p> <p>Temporary Assistance for Needy Families (TANF) authorized under Part A of Title IV of the Social Security Act</p>	<ul style="list-style-type: none"> <li>• Referrals to Virginia Career Works Centers</li> <li>• Cross training of services provided by VCW and DSS</li> <li>• Cost allocation contribution</li> </ul>
<p>Winchester Department of Social Services</p> <p>Temporary Assistance for Needy Families (TANF) authorized under Part A of Title IV of the Social Security Act</p>	<ul style="list-style-type: none"> <li>• Referrals to Virginia Career Works Centers</li> <li>• Cross training of services provided by VCW and DSS</li> </ul>

G. Identify the Virginia Workforce Center Operator for each site in the local area.

Virginia Career Works – Harrisonburg Center

Center Operator: Tristan Meadows, Workforce Services Director

Virginia Career Works – Fishersville Center

Center Operator: Tristan Meadows, Workforce Services Director

Virginia Career Works – Winchester Center

Center Operator: Bonnie Zampino, Workforce Services Director

H. Identify the physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned).

The Virginia Career Works – Harrisonburg Center, located at 160 N. Mason Street, Harrisonburg, Virginia, is the comprehensive Virginia Workforce Center in LWDA 4 where required partners provide access to their programs, services and activities. Wagner-Peyser

Employment Services are co-located with WIOA Title I in all three Virginia Career Works Centers in LWDA 4 and staffed as required in WIOA Sec. 121(e)(3).

A team approach to working with clients is the primary strategy that guides the seamless provision of WIOA services at all LWDA 4 Virginia Career Works Centers. Tools and techniques used in LWDA 4 to ensure co-located partners provide seamless delivery of comprehensive services to workers and businesses include: adoption of Virginia Career Works and American Job Center brand identity for center partners; using the Virginia Career Works Referral Portal to capture client information and share relevant information with agency-specific systems; offering a “No Wrong Door” policy for job seekers where center staff are cross trained on center programs, services, and referral processes; offering coordinated, single point of contact business services for employers; holding regular team meetings that include all center staff; and facility design that functionally aligns customer flow and services.

The strategic plan that will be implemented by the SVWDB in the next 18 months includes a strategy to build awareness and identity of the Board and workforce system opportunities and supports that will reinforce the Boards co-location strategy. A communication plan will be developed to promote the system brand and provide messaging about the benefits of workforce system services and supports.

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| I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers. |
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The Virginia Career Works – Winchester Center, located at 419 N. Cameron Street, Winchester, Virginia, is an affiliate workforce services delivery site in LWDA 4. The Virginia Career Works – Fishersville Center, located at 1076 Jefferson Highway, Staunton, Virginia, is an access point for workforce services in LWDA 4.

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

Individual Training Accounts are used to fund training necessary to transition a WIOA Adult, Dislocated Worker, or Out of School Youth participant into the workforce and must be supported by the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS). The Board's ITA policy defines and establishes parameters for Individual Training Account development. Training provided through an ITA must support the stated purpose of WIOA and be in accordance with the description of training as contained in the Act.

Training provided through an ITA is for the sole purpose of facilitating transition into the workforce and must support occupations in demand in the labor market and determined to be of priority by the SVWDB. All training must be supported by local labor market data that is furnished by the Virginia Employment Commission, Weldon Cooper Center or other appropriate source.

Training length will vary according to the type of training and the requirements outlined in the vendor agreement. Because entering or returning to the workforce is a priority under WIOA, training cannot exceed more than 24 calendar months. If the participant IEP includes training lasting more than 24 months, a waiver must be requested prior to beginning the training. Waivers for special training and training in occupations that are not in SVWDB identified in demand occupations will be considered by the SVWDB and must be approved by the SVWDB CEO and meet specific employment criteria to be allowable. The SVWDB will not provide funding for courses/programs previously funded but not successfully completed.

WIOA funding for training is limited to participants who are unable to obtain grant assistance from other sources to pay for the costs of their training or require assistance beyond that available under grant assistance from other sources, including PELL Grants, to pay the costs of such training. To avoid duplicate payment of costs when an individual is eligible for both WIOA and other assistance, including a PELL Grant, all available sources of

funds must be considered, excluding loans, in determining an individual's overall need for WIOA funds. Individuals must maintain an active application status for PELL assistance. The exact mix of funds shall be determined based on the availability of funding for either training costs or supportive services, with the goal of ensuring that the costs of the training program the participant selects are fully paid, and that necessary supportive services are available so that the training can be completed successfully.

The total training budget is supplied by the vendor based upon a formula used by institutions that determine financial aid. Whenever feasible, training vendors will be requested to allow participants to receive credit for required courses when equivalent courses have been completed and can be documented from other training institutions. Additionally, costs associated with CLEP Testing will be treated as a training cost if the testing relates to the curriculum of study.

The SVWDB limits training cost (per participant) to no more than \$4,500 for classroom training or \$7,500 if individual participates in an OJT after completion of classroom training within a fiscal year (July 1 through June 30), except as approved by the SVWDB CEO prior to the expenditure of funds. Funding of training, supportive services and needs-related payments may not exceed a total of \$14,750 per participant per fiscal year.

All WIOA registrants will be made aware of any excess cost of training not covered by the program for which they will be responsible. Program operators are expected to work closely with participants to determine the individuals' ability to contribute to the cost of training and negotiate a funding plan that will adequately meet the needs of the participant while using WIOA funding in the most efficient manner possible.

Training through an ITA can only be provided by eligible training providers that complete an application process through the SVWDB and are approved to be included on the state's Eligible Training Provider List (ETPL). The Virginia Workforce System offers a wide variety of

career education and training options through a database of eligible training providers that includes providers by region, types of training, provider credentials, costs, class schedules, success rates, and feedback from previous job seeker participants.

Required ITA documentation is maintained by the Coach and included in the job seeker file. Regular contact with the job seeker is required and all participants must complete face-to-face training performance reviews with their Coach on, at minimum, a quarterly/semester/module basis as outlined in the IEP. ITA funding is only authorized on a semester/quarterly/module basis and requires documentation that the job seeker has successfully completed previous work. This necessitates that the job seeker maintains ongoing contact with their Coach, and allows for discontinuation of funding for job seekers who are not performing or demonstrating satisfactory progress toward completion of training goals. Job seeker students are expected to maintain no less than a cumulative 2.0 grade point average for the year in order to continue to receive WIOA funding.

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]
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Career Coaches are trained to explain all training options available when assessing program service options. Job seekers are directed to the list of Eligible Training Providers on the Virginia Workforce Connection web site. After discussing training options with the job seeker, the job seeker selects the training provider of choice. As long as the selected program is on Eligible Training Provider List (ETPL), tuition assistance can be provided. If the selected training option is not on the ETPL, the customer may select another program or assistance can be provided in other ways while they pursue their program of choice. The job seeker acknowledges their choice by signing the Customer Choice in Training form.

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

Virginia LMI Supply and Demand data and real time job openings are used to determine if a participant's training is geared towards occupations in demand. Local employer demand is also considered through current Indeed listings. Coaches review the Labor Market Information for the occupation(s) the participant is interested in and conduct a budget analysis to determine self-sufficiency. If both of these items point to an in-demand career path that will lead the job seeker to self-sufficiency, the job seeker continues on their path. If not, the Coach works with them to determine the best pathway for their success.

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

The Virginia Rapid Response Team that includes representatives from the Virginia Employment Commission and Virginia Career Works Centers carries out rapid Response activities in LWDA 4. The Rapid Response Team responds to layoffs and plant closings by quickly coordinating workforce services and providing immediate aid to companies and their affected workers. The team provides an informational session on WIOA services and programs to workers affected by the layoff. Persons interested in pursuing WIOA services are then connected to a Career Works Center Coach to begin the enrollment process.

Business Solutions Teams are informed of the layoff, the number of workers impacted, and the skill sets of workers impacted. Business Solutions Teams assist in identifying employment opportunities that align with the occupational skills of the laid off workers.

## Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

The SVWDB, Chief Elected Officials, and Grant Recipient (Page County), enter into an annual fiscal agent agreement that names the SVWDB as the fiscal agent for the receipt, management, and oversight of WIOA Adult, Dislocated Worker, and Youth funds as well as other federal funds allocated to SVWDB by the VCCS. As the fiscal Agent, the SVWDB works to ensure that firewalls, internal control processes, and conflict of interest policies, protections, and disclosures are in place for service delivery. Expenditures are monitored for proper cost allocation and staff receive training on WIOA compliance.

SVWDB conducts local program and case file monitoring quarterly and outside monitoring by a contracted monitoring service provider is conducted at least once annually, based on the availability of the contractor. Compliance issues identified during monitoring are addressed through a corrective action plan including follow-up training and assistance to support the corrective actions.

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board.

All SVWDB employment opportunities are posted online through the Virginia Employment Commission's website, the Virginia Workforce Connection. To ensure a broad audience is reached, positions are also posted through job search sites, associations, distributed to partners and local directors, and posted on the Virginia Career Works – Shenandoah Valley web site and social media channels. Notices of open positions with SVWDB are posted until the application deadline is attained and all periods for filing an



application are of such length to ensure a broad range of candidates can view the notice and apply for the position.

SVWDB brings together a team of staff and board members to review applications, conduct interviews and make recommendations for hiring. The Chief Executive Officer makes the final decision in the hiring process. The SVWDB subscribes to the “Equal Employment Opportunity” provision of law.

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.
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The SVWDB operates from an approved annual line-item budget. The entity-wide budget is developed by the CEO, Finance Director, and Finance Committee of the Board and approved by the entire Board prior to the beginning of each Fiscal Year. The line-item budget identifies the projected expenses for all internal operational costs of the SVWDB and its staff, as well as all program funding and contractor allocations.

Obligation data, which represents definite commitments resulting in future financial expenditures, is collected by SVWDB to provide an expanded picture of how funds are being utilized through the current period, as well as in future periods. Accurate tracking of obligation data provides SVWDB with critical information needed to manage grant funding over the period of fund availability and ensure timely expenditure of WIOA funds. The use of obligations provides for internal controls in accordance with Generally Accepted Accounting Principles and is used as a measure of the SVWDB’s financial performance.

The Board has authority to transfer program funds for employment and training activities between adult and dislocated worker programs. This gives the Board flexibility to ensure timely expenditure of WIOA adult and dislocated worker funds based on the local demand for adult and dislocated worker program services.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

The selection of service providers of WIOA Title I Adult and Dislocated Worker and Title I Youth program services in LWDA 4 follows a competitive procurement process consistent with Board procurement policies and the procurement standards of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Competitive procurement of service providers is conducted every 3 years or more frequently based on the performance of the service provider(s). The procurement of service providers through a competitive process is intended to promote the efficient and effective delivery services and provide a mechanism for the SVWDB to regularly examine performance and costs against contracted service provider expectations.

Requests for proposals for WIOA Title I service delivery include the Board's mission, values, service delivery goals, strategies, and desired service delivery outcomes, including but not limited to, placement in employment, retention in employment, completion of training, attainment of credentials, measurable skills attainment, and wrap around services when necessary. Proposals require a budget that supports the program model in the request for proposals and includes evidence of leveraged resources and in-kind contributions. Proposals require that appropriate partnerships are created and maintained with mandated WIOA partners and local organizations to leverage resources to fulfill the needs of job seekers and address barriers to employment.

In January 2020, the SVWDB released a Request for Proposals (RFP) for Adult and Dislocated Worker program services that outlined a new service delivery model identified by the Board to evolve, innovate, and expand service delivery. Questions from potential applicants about the RFP indicated confusion regarding the new service delivery model and how the requirements differ from the traditional delivery of WIOA services. On February 14, the SVWDB canceled the RFP, citing VA Code §2.2-4319. A revised RFP was released on February 20 clarifying the requirements and responsibilities of the new service delivery model.

One proposal to the February 14<sup>th</sup> RFP was received and evaluated. The proposal received a score of 355 (59%) out of a possible 600 points (100%). The proposal was rejected by the Executive and Finance Committees acting on behalf of the Board. After two unsuccessful attempts to secure a service provider for Adult and Dislocated Worker Services through the competitive procurement process, in June 2020, the SVWDB submitted a request for Governor's approval for the SVWDB to provide WIOA individualized and follow up services. The request was approved by the Governor and on July 1, 2020, the SVWDB began providing WIOA Title I Adult and Dislocated services for LWDA 4 for PY 2020.

On June 1, 2020, the WIOA grant recipient (Page County), the Chief Elected Officials Consortium, and the fiscal agent (SVWDB) entered into an agreement to forgo procurement of Title I Youth Services and assigned the provision of Youth services to SVWDB for PY2020. Enrollment Specialists and Life & Career Coaches at Virginia Career Works Centers are providing services for the SVWDB's Title I Youth Program, including intake, objective assessments, development of individual services strategies, case management, supportive services, and follow-up services. Service delivery includes the 14 Youth Elements defined by WIOA and follow the Network2Work service delivery model using integrated resources to address all barriers that a youth job seeker may have prior to enrollment in training/internships or seeking employment.

Currently the Executive Committee serves as the Youth Committee and plans to do so through the initial implementation of youth programming. The Executive Committee will consider the establishment of a Youth Committee for the long term provision of youth services.

5.5 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

The SVWDB is designated by the Chief Elected Officials in LWDA 4 to serve as the fiscal agent for the disbursement of grant funds for workforce development activities. A Designation of Fiscal Agent Agreement is entered into annually between the fiscal agent and Chief Elected Officials. When designating the fiscal agent, the Chief Elected Officials consider the fiscal agent's experience working with employment and training programs, working knowledge of federal OMB Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal awards, and the capability of the fiscal agent's financial management system to track and account for WIOA Title I funds received.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources.

Resource diversification planning is an important component of workforce development for the SVWDB that includes asset mapping to identify sub-regional assets that can be leveraged, resource development planning, and grant seeking to generate financial resources beyond WIOA formula funds. SVWDB works to leverage current funds and resources to seek cost-sharing opportunities with partners and other stakeholders. Implementation of the Network2Work service delivery model includes the evaluation of sub-regional support systems, key partners, and gaps in partnerships. To effectively use and leverage available resources, SVWDB develops relationships and partnerships with partner and community organizations to align and integrate support systems with WIOA funds.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

The SVWDB seeks to negotiate performance levels that reflect the economic conditions of the region while allowing for successful attainment of negotiated performance levels. The following chart shows 2019 negotiated and actual (as of 2Q 2019) performance metrics for LWDA 4 and the Negotiated Performance Metrics for 2020.

SVWDB Performance Metrics (LWDA 4)	PY 2019	PY2019	PY 2020
	Negotiated	Actual (2Q)	Negotiated
WIOA Adult Program			
Entered Employment Rate 2nd Quarter after Exit	77%	87%	85.30%
Entered Employment Rate 4th Quarter after Exit	82%	79.30%	85%
Median Earnings 2nd Quarter after Exit	\$6,000	\$5,587	\$6,000
Credential Attainment within 1 Year	70%	68.20%	74%
Measurable Skills Gain	Base	14.10%	72.90%
WIOA Dislocated Worker Program			
Entered Employment Rate 2nd Quarter after Exit	85%	100%	91.90%
Entered Employment Rate 4th Quarter after Exit	86%	91.70%	90%
Median Earnings 2nd Quarter after Exit	\$8,400	\$13,234	\$8,700
Credential Attainment within 1 Year	70%	50%	70%
Measurable Skills Gain	Base	0%	72.10%
WIOA Youth Program			
Entered Employment Rate 2nd Quarter after Exit	66%	88.90%	79.90%
Entered Employment Rate 4th Quarter after Exit	62.80%	90.90%	62.80%
Median Earnings 2nd Quarter after Exit	Base	\$5,752	\$4,221
Credential Attainment within 1 Year	70%	81.80%	70%
Measurable Skills Gain	Base	18.50%	74.20%

5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

Fiscal Agent performance is evaluated through staff reviews of monthly income and expenditure budget to actual reports for each funding stream and contract prior to payment of invoices. Monthly budget performance reviews identify any potential variances that could be indicative of overspending, underspending, incorrect allocations, or incorrect coding. The Finance Committee meets bi-monthly to review month end financial statements and budget to

actual reports prior to submitting financial reports to the Executive Committee and Board of Directors for review and approval.

Service provider contracts include the scope of services, cost of services, and performance metrics to be provided under the contract. Service contractor performance and costs are regularly examined to assure that the contracted services are being provided per the contract and corrective action plans are developed and implemented to correct any deficiency or misalignment in contractor performance.

Training in continuous process improvement occurs within each of the individual partner agencies and within Virginia Career Works Centers. The steps used in continuous process improvement include: a) select the process to be examined, b) study the process, c) plan for revisions and improvements, d) implement revisions and improvements, and e) repeat the process. Additionally, all WIOA partners are engaged in information exchanges to identify best practices that have demonstrated strong results in other areas.

Continuous improvement in Virginia Career Works Centers includes monthly partner meetings, dashboard and program reports, and job seeker and employer surveys. Indicators used to evaluate performance and effectiveness of one-stop services include monthly WIOA program enrollment, center traffic, month-to-date performance metrics, referrals, residency, and unemployment information. The monthly program report provides information regarding center operations, outreach activities, classes conducted, customer satisfaction ratings and comments, success stories, and training program enrollments. Job seeker surveys capture participant customer

satisfaction and include overall satisfaction, staff rating, quality of information received, wait time, source of referral, and comments.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

A Partner Memorandum of Understanding (MOU) between the SVWDB, Chief Elected Officials, and Virginia Career Works System Partners, confirms the understanding of the Parties regarding the operation and management of Virginia Career Works Centers in LWDA

4. The MOU defines the parameters within which education, workforce, economic development, and other Partner programs and entities operate to create a seamless, customer-focused service delivery system that aligns service delivery across system partners and enhances access to program services.

Partners to the MOU commit to cross-training staff, professional learning opportunities for staff, effective communications, data sharing following Federal and State privacy laws, and collaboration on system alignment and program integration. By realizing one-stop opportunities together, partners build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships reduce administrative burden and costs and increase customer access and performance outcomes for customers of the workforce system, including individuals with disabilities and barriers to employment.

A Data Sharing Agreement between the SVWDB and the Virginia Employment Commission facilitates the transmittal of confidential Unemployment Compensation information for the purpose of determining eligibility for services and case management under WIOA. The agreement specifies the process for authorized staff to obtain data from the VEC and how the information obtained can be legally disseminated and maintained in accordance with the provisions of the Government Data Collection and Disseminations Practices Act.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board
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SVWDB strives to be a leading, high-performing workforce development board and began the evolution process in 2012 by setting a vision that is inspirational, aspirational, and concise. The Board's priority actions are designed and implemented to realize its vision and to align resources in support of priorities. The SVWDB continues to stay true to its mission by pursuing and hiring professional, highly educated and credentialed, passionate staff and works to ensure the provision of WIOA Title I services are customer-focused and that staff are well trained and committed to providing excellent customer service to job seekers and businesses.

The SVWDB seeks to exceed state negotiated performance metrics, develop and measure meaningful regional metrics, and to continuously evaluate and improve the workforce system. The SVWDB pursues workforce development best practices and strives to establish new promising best practices. The SVWDB has undertaken actions to evolve into a higher-performing local workforce development board by engaging in four areas of development, which includes: (1) development of SVWDB members and the Board, (2) a movement to formal sub-regionalization, (3) partnership expansion through systems thinking, and (4) workforce service delivery through Network2Work, which is a community based service delivery model. The development and evolution of the Board has increased the Board's effectiveness in strategic planning and created opportunities for Board member engagement. The SVWDB has completed a workforce system strategic plan and will now begin the organization strategic plan. Knowing what the strategic goals are for the workforce system, the SVWDB now turns to the organization to make sure the appropriate structure, capacity, and resources are in place to address workforce system strategic goals. The following are some of the topics to be discussed during the organization strategic planning process:



- Review of organization structure (501(c) (3), 501(c) (4), etc.) and options for reorganizing considering the delivery of program services and resource development.
- Review of Board and Executive Committee structure based on organization structure decisions.
- Review of Officer structure and succession planning.
- Review of Board bylaws based on organization and officer structure.
- Development of committee structure based on regional workforce system and organization strategic and business planning.
- Review of Board and committee meeting frequency, format, and staffing.
- Development of a succession plan for staff leadership.
- Development of Board member and/or Committee member onboarding, mentoring, training, and networking opportunities.
- Development of a communication structure and plan for internal customers; Board, Executive Committee, other committees, staff, Center staff, regional workforce partners, Title I Administrator and staff, CEO Consortium, City Councils, Boards of Supervisors.
- Building rapport and relationship with the CEO Consortium.
- Review of CEO Consortium officer structure and bylaws.
- Funding diversification planning and implementation.

As workforce conveners, partnership brokers, and resource leveragers, the Board is at the center of business, workforce, and community systems. The Board is informed about the complexities of the workforce system and focuses their work on the alignment of resources, leveraging regional and partner expertise and assets, and ensuring the regional workforce ecosystem supports in-demand industry sectors and aligns with regional and community

economic development. The SVWDB has pursued and is implementing new methods for advanced workforce service delivery and the modification of current service delivery processes to build and leverage relationships with employers, partner agencies, community stakeholders, social networks, and service providers to expand workforce services and supports in LWDA 4.

In summary, SVWDB has set and communicated a workforce vision that is aligned with the Commonwealth's vision, that creates and maintains strategic partnerships at all levels to achieve the vision, and uses data to ensure system accountability to the vision. All the while, the SVWDB remains mindful of the need to continually improve processes. In the final analysis, the SVWDB measures success by how well the needs of businesses, job seekers, and incumbent workers are met.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

The SVWDB solicited quotes from qualified sources to provide strategic and comprehensive plan development for the LWDA 4 Local Plan 2020-2024. Following the competitive procurement process, Strumpf Associates was engaged to lead the SVWDB through the strategic planning process and develop a strategic plan of action to guide Local Plan development and the SVWDB's work over the next 18 months.

A Strategic Planning Committee was formed that included present and past members of the Board, Board staff, representatives from regional and state economic development organizations, a representative from a regional planning organization, a representative from K-12 CTE, representatives from community organizations, and the creator of the Network2Work service delivery model. The Strategic Planning Committee held five meetings to develop a comprehensive strategic plan that will help sustain growth and provide direction to the organization. The plan will provide a framework and an action plan that defines the

organization's customers, core businesses, programs, and activities into the future. The plan also addresses measures of success. The committee's work, with approval of the Board, will set the framework for the LWDA 4 Local Plan 2020-2024.

Through a data-based decision-making process, which includes examination of the organization's strengths and opportunities, the Strategic Planning Committee will:

- Refine the vision and mission for the organization
- Identify types of services required (both current and future)
- Identify the value of our services for the community
- Identify how to build strategic partnerships and alliances
- Identify strategic goals and objectives to guide the work of the SVWDB

All partners required to participate in the Local Plan development process are represented on the SVWDB Board. In order to assure that all required regional partners and stakeholders were represented in development of the strategic plan, all SVWDB Board members were invited to participate in the strategic planning process, either through participation on the Strategic Planning Committee, or participation in a board, partner, or employer focus group. Those board members that were unable to participate in the strategic planning process were given an opportunity to review the plan and provide feedback.

As part of the Board's efforts toward developing a quality plan, four focus groups were convened that consisted of a Board member focus group, a partner focus group, an employer focus group, and a job seeker focus group. Employers, and job seekers invited to participate in the focus groups are currently receiving services or have received services through the workforce system. Board member focus group participants were tasked with assessing services of both the Board and Workforce System. Partner, employer and job seeker focus groups were tasked with identifying how well we are currently providing services and how we can improve service delivery.

The draft Strategic Plan and LWDA 4 Local Plan 2020-2024 will be presented to the Board of Directors and Chief Elected Officials on February 3, 2021 for review and feedback. Adjustments will be made to the plan based on feedback from the Board and Consortium and the Plan will be released for a two-week public review and comment period. At the end of the public comment period, public comments will be incorporated into the plan where applicable and the Plan will be submitted to the Virginia Title I Administrator on March 1, 2020.

5.12 Describe professional staff development strategies, including:

- Process used to ensure staff receive continuous training in workforce development practices
- Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services
- Process to measure staff performance and delivery of high-quality customer service
- Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 300-06

The SVWDB is committed to hiring professional, highly educated and credentialed, passionate staff and works to ensure that staff are well trained in the provision of WIOA Title I services and committed to providing excellent customer service to job seekers and businesses. Staff development is a continual process that includes federal, state, and Board policy compliance, case management, customer service, use of the Virginia Workforce Connection, and federal and state data entry requirements. Training focuses on an informed and effective implementation of WIOA, Virginia Board for Workforce Development policies, Virginia Community College System Virginia Workforce Letters (VWL), and SVWDB policies. Training also includes, building partnerships to leverage resources, and continuous improvement of services.

Staff at every level of the workforce system receive training to provide highly professional service to customers. Staff are supported and encouraged to pursue certifications that support their area of work. The VCCS, as well as platforms like WorkforceGPS, host regular virtual training seminars. Directors participate in training and take information back to

staff, as well as train staff on any new processes and procedures. Center staff participate in training opportunities that directly relate to their everyday responsibility. All workforce partners and staff have the opportunity to become certified through the Sector Strategies and Career Pathways Academy, an initiative for Virginia workforce professionals to align education and training programs to make it easier for individuals to access and complete pathways to family-supporting wages.

To ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services, Directors monitor case note entry, soft exit reports, and new enrollments on a regular basis (weekly/biweekly). Coaches are given the tools to pull reports and set up alerts within the system, to ensure no issues arise.

Job seekers complete customer service surveys as a measure of staff performance and delivery of high-quality customer service. A job seeker focus group conducted for strategic planning in 2020, provided an additional opportunity for job seekers to voice their concerns, questions, and appreciation. An employer survey developed and managed by the VCCS takes a high level measure of service satisfaction and gives employers an opportunity to provide additional feedback on services received.

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*LWDA 4 Plan 2020-2024 was prepared by the Shenandoah Valley Workforce Development Board.  
Strategic Planning and Strategic Action Plan Development by Lori Strumpf, Strumpf Associates.*

*Thank you to the Strategic Planning Leadership Team, Board members, partners, employers, and job seekers that participated in the strategic planning process.*

**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 of \$1,460,148 (#AA-33260-19-55-A-51) 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.

**Shenandoah Valley Workforce Development Board, Inc.  
1076 Jefferson Highway, Staunton, VA 24401 – (540) 442-7134  
[www.vcwvalley.com](http://www.vcwvalley.com)**

## **Statement of Compliance, Plan Signatures, & Fiscal Agent Designation**

*We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce development board in partnership with the Chief Elected Officials (CEO), and with the benefit of an open and inclusive plan development process and the required public comment period.*

<b>Local Area Name / #</b>	Shenandoah Valley Workforce Development Board, Inc. Local Workforce Development Area 4
<b>Local Plan Point of Contact:</b>	Sharon Johnson, Ph.D., Chief Executive Officer
<b>Address:</b>	1076 Jefferson Highway, Staunton, VA 24401
<b>Phone/e-mail:</b>	540-442-7134 Ext. 110, <a href="mailto:sjohnson@vcwvalley.com">sjohnson@vcwvalley.com</a>

Jeff Stapel, Chair, SVWDB Board of Directors	
Typed Name & Signature of WDB Chair	Date

Morgan Phenix, Chair, Page County Board of Supervisors	
Typed Name & Signature of CEO Consortium Chair	Date

***The Chief Elected Official(s) designate(s) the following entity as the fiscal agent:***

Entity: Shenandoah Valley Workforce Development Board

Contact: Sharon Johnson, Ph.D, Chief Executive Officer

Address: 1076 Jefferson Highway, Staunton, VA 24401

Phone/Email: 540-442-7134 Ext. 110, [sjohnson@vcwvalley.com](mailto:sjohnson@vcwvalley.com)

*This document will be signed following Board and Consortium review and approval.*

## Local Plan Required Attachments

Please provide the links to the documents listed below in the boxes marked “Click here to enter text.” If such links are not available, please include copies of the documents with your submission.

1. Current Chief Elected Official (CEO) Consortium Agreement: [https://vcwvalley.com/wp-content/uploads/SVWDB-Chief-Elected-Officials-Consortium-Agreement\\_final-12.6.19.pdf](https://vcwvalley.com/wp-content/uploads/SVWDB-Chief-Elected-Officials-Consortium-Agreement_final-12.6.19.pdf)
2. Current CEO-Local WBD Agreement: N/A
3. Current Local WBD organizational chart <https://vcwvalley.com/wp-content/uploads/Org-Chart-1.25.21-Local-Plan-Final-1.27.21.pdf>
  - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements between the Local WBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination
  - a. VCW Shenandoah Valley Partner MOU: <https://vcwvalley.com/wp-content/uploads/VCW-Shenandoah-Valley-Partner-MOU-woth-IFAs.pdf>  
  
VEC Data Sharing Agreement 2020-2021 [https://vcwvalley.com/wp-content/uploads/SVWDB\\_VEC\\_Data\\_Sharing\\_Agreement\\_executed-6.17.20.pdf](https://vcwvalley.com/wp-content/uploads/SVWDB_VEC_Data_Sharing_Agreement_executed-6.17.20.pdf)  
  
VEC Wagner-Peyser Service Provision MOU: <https://vcwvalley.com/wp-content/uploads/WP-VEC-MOU-CAP-Jan-Mar-FY21-Fully-Executed-12222020.pdf>
  - b. Cooperative agreements as defined in WIOA section 107(d)(11)) BRCC, Skyline Literacy, SVWDB MOU: [https://vcwvalley.com/wp-content/uploads/BRCC-SL-SVWDB-MOU-2019-2021\\_executed-10.29.19.pdf](https://vcwvalley.com/wp-content/uploads/BRCC-SL-SVWDB-MOU-2019-2021_executed-10.29.19.pdf)
  - c. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) N/A
5. Local WBD Policies: provide the link to all policies on the Local WBD website
  - a. <https://vcwvalley.com/about/public-documents/#policies>



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

## **Organization Strategic Planning**

During the workforce system planning process, we did not discuss or address the strategic vision and plan for the SVWDB as an organization. As our next step, we will continue to work with Lori to develop the strategic plan for the organization. Knowing what our workforce system strategic goals are, we now turn to the organization to make sure we have the appropriate structure, capacity, and resources to address the workforce system goals.

Items identified for organization strategic planning review and discussion are listed below, but may be expanded or refined based on discussion and feedback.

- Review of organization structure (501(c)3, 501(c)4, incorporated, nonprofit) and options for reorganizing considering the delivery of program services and resource development.
- Review of Board and Executive Committee structure based on organization structure decisions.
- Review of Officer structure and succession planning.
- Review of Board bylaws based on organization and officer structure.
- Development of committee structure based on regional workforce system and organization strategic and business planning.
- Review of Board and committee meeting frequency, format, and staffing.
- Development of a succession plan for staff leadership.
- Development of Board member and/or Committee member onboarding, mentoring, training, and networking opportunities.
- Development of a communication structure and plan for internal customers; Board, Executive Committee, other committees, staff, Center staff, regional workforce partners, Title I Administrator and staff, CEO Consortium, City Councils, Boards of Supervisors.
- Building rapport and relationship with the CEO Consortium.
- Review of CEO Consortium officer structure and bylaws.
- Funding diversification planning and implementation.



## V2V Apprenticeship Advisory Council

Agenda – February 3, 2021

### Final V2V Apprenticeship Advisory Council Meeting

1. Review minutes from October 8, 2020 meeting
2. Grant performance reported for 12/31/2020

Metric	Revised Grant Goal/Modification	12/31/2020	% Grant Goal
# apprentices	1000	1116	116%
# employer sponsors	92	93	101%
# new programs	18	24	133%
# expanded occupations	37	50	135%
# completed	250	293	117%
# Target Population*	150	550	367%

\*women, minorities, veterans, individuals with disabilities, and low skilled (less than H.S.)

3. Activity Highlights since last meeting:
  - a. Final enrollment of new apprentices in the AAI grant
  - b. Hershey Boot Camp: Two boot camps conducted in August with about 40 participants remaining employed and 35 anticipated to become full time and registered as apprentices in February
  - c. USDOL Evaluation for the AAI Grant: Completed this quarter.
  - d. Jobs for the future, Opportunity Youth TA Grant annual report: Total of 24 opportunity youth (OY) entering registered apprenticeship, and 25 OY participating in the boot camp with 18 expected to become registered apprentices in February.
  - e. Staff transitioning to new projects or employment as AAI grant winds down.
4. Upcoming:
  - a. Final semester of instruction with community college and career and technical center partners Spring 2021.
  - b. Closeout and final report for AAI grant will begin in March 2021 and conclude before 06/30/21.

## V2V Apprenticeship Advisory Council

### Minutes – October 8, 2020 Meeting

1. Reviewed minutes from July 9, 2020 meeting
2. Grant performance reported for 06/30/2020

Metric	Revised Grant Goal	06/30/2020	% Grant Goal
# apprentices	1000	1081	108%
# employer sponsors	92	93	101%
# new programs	18	24	133%
# expanded occupations	37	50	135%
# completed	250	198	79%
# Target Population*	150	521	347%

\*women, minorities, veterans, individuals with disabilities, and low skilled (less than H.S.)

3. Activity Highlights since last meeting:
  - a. No new participants since 3/31/20; however, enrollment of 34 new apprentices will be reflected in the 9/30/20 quarter.
  - b. Hershey Boot Camp: Two boot camps were implemented in August 2020 with a total of 47 individuals participating; a Job Coach was secured to support successful retention.
  - c. USDOL Evaluation for the AAI Grant: Evaluators requested detailed surveys and interviewed IAC and Thermo-Fisher Scientific, later adding Hershey and Design Electric to achieve the national employer input needed for the evaluation.
  - d. Lead Virginia Class of 2020: First in-person sessions in Hampton Roads September
  - e. Panelist for USDOL ETA Region 2 all grants:: “Let’s Talk Apprenticeship”
  - f. Jobs for the future, Opportunity Youth TA Grant: reported 10 opportunity youth (OY) entering registered apprenticeship, and 25 OY participating in the boot camp.
  - g. Heidi King reduced to occasional hours as she begins graduate school.
4. Upcoming:
  - a. Final year of implementation for AAI grant ending 6/30/2021; final apprenticeship and pre-apprenticeship instruction ending 3/31/2021.

## Communications & Outreach Program Report February 2021

### **June-December 2020 Highlights**

The following communications and outreach tasks were accomplished:

- Announced Hershey Boot Camps with a press release, blog, and social media posts.
- Promoted National Apprenticeship Week with a press release, blog, and social media posts.
- Published and shared content on social media featuring virtual job fairs, workshops, Virginia Career Works Center opportunities, and job openings.
- Posted five blog articles.
- Completed a Q3 & Q4 newsletter.
- Distributed two press releases.

**Goals and focus for next reporting period:** Continue promoting Virginia Career Works Center activities and accomplishments to a wider audience.

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### **Media**

Two press releases were distributed during this period. Media coverage included:

- [Hershey to hold manufacturing boot camp in Stuarts Draft](#), WHSV, July 4, 2020
- [Hershey Chocolate of Virginia to hold its fourth Manufacturing Boot Camp Aug. 3-14](#), Augusta Free Press, July 5, 2020
- [Hershey Boot Camp taking place in Staunton](#), WHSV, August 5, 2020
- [Program available to help Hispanics find jobs](#), Northern Virginia Daily, October 3, 2020
- [Virtual Job Fair set for October 29](#), Winchester Star, October 10, 2020
- [Year in Review: Business community stays resilient throughout a tumultuous 2020](#), Winchester Star, Jan 2, 2021

**Goals and focus for next reporting period:** Engage the media in promoting services provided at Virginia Career Works Centers and encourage them to follow new initiatives. Return to more consistent press release development that was present pre-pandemic.

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### **Email**

Email outreach for Q3 & Q4 included:

- Updated the mailing lists.
- Q3 email newsletter was distributed with above average engagement at 18.4% open rate, 5.7% click rate. Q4 newsletter had a 29.3% open rate, 3.4% click rate.

**Goals and focus for next reporting period:** Improve newsletter open and click rate through headline writing and social media attention to newsletter content.

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### **Social Media**

Steady posting and follow-up continued across VCWSV social media channels during this reporting period. Highlights include:

- Hiring events and job postings had the greatest reach and engagement during this period.
- Growth has been flat during the worst months of the pandemic.
- There were 5,021 Google searches for Virginia Career Works – Shenandoah Valley for the Q4 2020 reporting period. Of those searches, 3.46k viewed information via the search listing and 2.26k on maps. Of all actions taken, 74 visited vcvvalley.com, 6 requested directions, and 23 placed a call.

**Goals and focus for next reporting period:** Ramp up social media interest in 2021 by adding more variety to content. Continue work on converting more searches via Google products like maps and knowledge panel by posting updates more frequently.

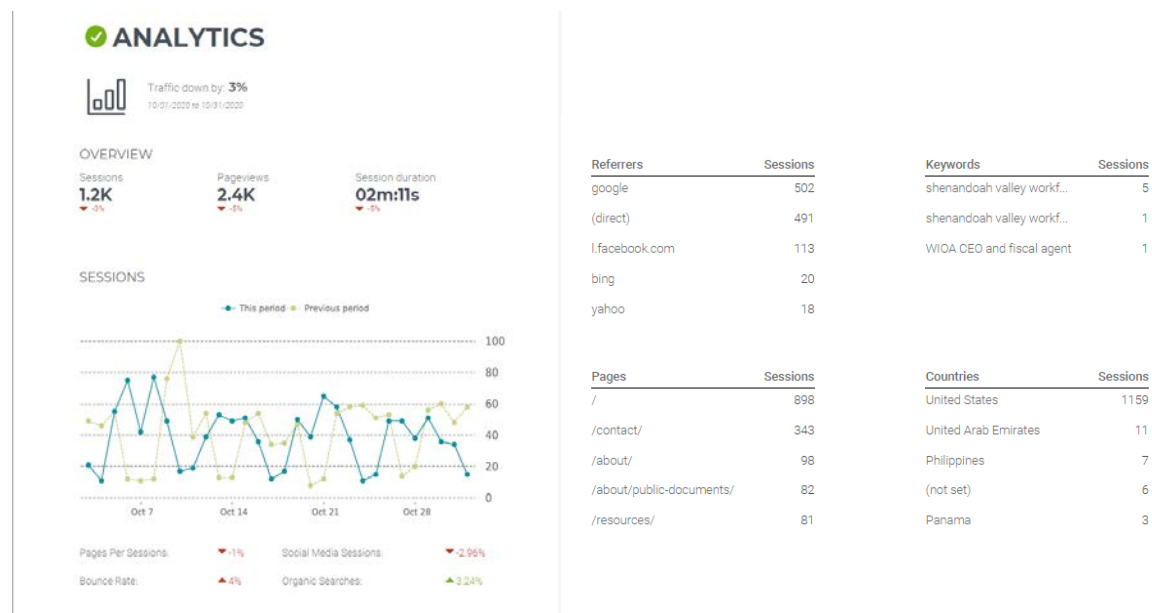
## Website

New content published:

- Calendar, staff, and document updates.
- Announcements about Center changes and new initiative due to pandemic posted on home page.
- Published blog posts with updates for Center changes due to pandemic, virtual job fairs, and [SVWDB Featured in National Governor's Association Report on Apprenticeship](#).

## Analytics Q4 2020

### October 2020



### November 2020

## ANALYTICS



Traffic down by: **19%**  
11/01/2020 to 11/30/2020

### OVERVIEW

Sessions  
**0.9K**  
▼ -19%

Pageviews  
**1.9K**  
▼ -19%

Session duration  
**02m:03s**  
▼ -7%

### SESSIONS



Referrers	Sessions
(direct)	408
google	407
l.facebook.com	80
bing	26
baidu	14

Keywords	Sessions
shenandoah valley workf...	3
virginia career works, harr...	2
resources for the blind in ...	1

Pages	Sessions
/	759
/contact/	296
/about/	80
/about/public-documents/	46
/jobseekers/	46

Countries	Sessions
United States	908
Canada	18
China	17
Philippines	4
India	4

## December 2020

## ANALYTICS



Traffic down by: **19%**  
12/01/2020 to 12/31/2020

### OVERVIEW

Sessions  
**0.7K**  
▼ -19%

Pageviews  
**1.6K**  
▼ -14%

Session duration  
**03m:13s**  
▲ 33%

### SESSIONS



Referrers	Sessions
google	315
(direct)	277
l.facebook.com	100
bing	20
m.facebook.com	10

Keywords	Sessions
virginia career works harr...	2
shenandoah workforce	1
va career works, harrison...	1

Pages	Sessions
/	686
/contact/	289
/about/	64
/resources/	53
/about/public-documents/	47

Countries	Sessions
United States	724
United Arab Emirates	17
India	8
China	8
Philippines	4

**Goals and focus for next reporting period:** Because traffic was consistently down during Q4 2020, the goal will be to increase content development and social media engagement to encourage visits to website. Build blog audience.