



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

**Joint Meeting of the SVWDB Board of Directors and Chief Elected Officials Consortium**

**Thursday, June 17 2021, 10:00 a.m. – 12:00 p.m.**

**Zoom Meeting Link: <https://zoom.us/j/94410844896>**

**Call to Order and Electronic Meeting Introduction**

Jeff Stapel

- Roll Call

Joan Hollen

- Quorum Status

- New Board Member Welcome

Jeff Stapel

**Approval of Minutes**

Jeff Stapel

- Meeting Minutes – February 3, 2021 and May 13, 2020 **(vote required)**

**Committee Reports**

- Executive Committee

Jeff Stapel

- Operations Business Plan Highlights

Sharon Johnson

- Organization Restructuring Update

- Workforce Consulting Contract

- Finance Committee

Jo Lee Loveland Link

- Budget Update

**WIOA Requirements**

Jeff Stapel

- Workforce Center Reopening Status

Sharon Johnson

- One Stop Operator Status

- WIOA Local Plan July 1, 2020 to June 30, 2024 Status

- Board of Directors Certification Status

- WIOA One Stop Center Certification Status (Board Member Involvement)

- Youth and Adult/Dislocated Worker Waiver **(vote required)**

**Workforce Initiatives**

Jeff Stapel

- Return to Earn Initiative

Sharon Johnson

- LinkedIn Learning

Joan Hollen

- Building Maintenance Technician Program

Bonnie Zampino

- U.S. DOL Disability & Employment Initiative

- Valley to Virginia (V2V) American Apprenticeship Initiative (AAI Grant)

Debby Hopkins

**Other Business**

Jeff Stapel

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

Jeff Stapel

**Adjournment**

Jeff Stapel

***Next SVWDB Board Meeting: October 14, 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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**Joint Meeting of SVWDB Board of Directors and Chief Elected Officials Consortium  
May 13, 2021, 10:00 a.m. – 12:00 p.m.  
Virtual Zoom Meeting**

**Call to Order and Welcome:** Chair Jeff Stapel welcomed attendees to the Joint meeting of the of SVWDB Board of Directors and Chief Elected Officials Consortium and called the meeting to order at 10:00 a.m. The notice of electronic meeting was read. (See attached *Notice of Electronic Meeting 5.13.21*).

**Roll Call:** The roll was called for the SVWDB Board of Directors and the Chief Elected Officials Consortium. Quorums of private sector board members, public sector board members, and Chief Elected Officials were present. (See attached *Attendance Roll Call 5.13.21*)

**Strategic Board Business**

Chair Stapel reported that a lot of planning has taken place to develop a strategic plan that positions the SVWDB to be the most highly effective workforce board we can be and to position the board for future growth. Best practices to accomplish the strategic plan are being presented today for consideration. Chair Stapel turned the discussion over to Sharon Johnson.

**Strategic Planning Recap:** Sharon Johnson presented a recap of the workforce system goals from the strategic plan recently developed to guide the work of the SVWDB and to provide the foundation for the Local Workforce Development Area 4 Plan 2020-2024. The strategic plan included three goals for the workforce system.

**Strategic Goal 1:** Build awareness and identity of the Workforce Development Board and the workforce system's opportunities and supports.

**Strategic Goal 2:** Create, support and sustain a talent pipeline for SVWDB's targeted industries.

**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.

**Organization Strategic Planning Status:** The Organization Strategic Planning Committee examined the current structure and functions of the SVWDB to assure alignment with the new strategic plan, expand services to job seekers and employers, diversify resources to expand service capacity, and to become the "go to" resource for workforce issues and advocacy in the region and state. The Strategic Planning Committee performed due diligence that included discussions of pros and cons of the proposed plan, facilitator led discussions, research of various workforce board models, interviews with local workforce board executives, meetings with key partners, and an attorney's review of the current and proposed board structure. The attorney concluded that there is no impediment to changing the board structure of the SVWDB if that is the wish of the Board of Directors and Chief Elected Officials. All proposed changes are procedural and a partnership agreement will clarify the respective roles and responsibilities of the board and committees. The attorney's review of the proposed restructuring is available upon request.

**Organization Strategic Planning Recommendations:** Chair Stapel explained that the primary reason for the proposed restructure of the SVWDB is to expand and grow the regional workforce system and evolve to a more strategic thinking and highly effective organization. Functions envisioned for the regional workforce system and supported by the proposed organization structure include:

- Workforce system strategic policy setting
- Resource development for capacity building

- Positioning workforce development for awareness, relevancy, and sustainability

A diagram of the proposed Board restructuring was presented and discussed. Under the proposed structure, a new incorporated board is established and the corporation/501c3 status of the current SVWDB board is moved to the new board, the incorporated board. The current SVWDB board will become an unincorporated WIOA policy setting and governance board that meets WIOA regulations. The new smaller incorporated board focus on resource expansion and execution of the policies and strategies set by the unincorporated SVWDB Board. Both Boards contribute to building awareness, relevancy, and sustainability of the workforce system. Committees under the proposed structure are joint committees with representation from both boards. A Chief Elected Officials Consortium representative will serve on both Boards. The new incorporated board will continue to be the fiscal agent and staff will support the work of the CEO Consortium, both boards, and committees.

**Organization Restructuring Discussion:** Chair Stapel asked for comments from Board members that participated in the strategic planning process.

Chris Pope stated that after going through the planning process and seeing the options, the proposal under consideration is the direction the Board needs to take to continue the growth and sustainability of board leadership and effectiveness provided by SVWDB in the region, the state, and nationally. The restructuring plan will allow SVWDB to grow and expand to keep up with larger Boards in Virginia and the nation. The proposed plan is a positive step forward and provides additional value by creating an opportunity to grow the workforce staff professionally and bring new talent to the workforce community.

Robin Sullenberger noted that he has been involved in workforce development for a long time and he sees the plan as a step in the right direction. The process was thoughtful and will allow for more efficiency and less bureaucracy, which has always encumbered the workforce process. Sharon and Jeff have led the SVWDB in exemplary fashion and the region has a strong reputation of commitment to a quality workforce and organizational structure. Robin endorsed the restructuring.

Randy Doyle reiterated that the planning process was diligent, thorough, well facilitated, and thought provoking with lots of different input. Randy endorsed the restructuring.

John Downey thanked Lori Strumpf for facilitating the planning process and bringing the SVWDB to this point with a well thought out plan.

Jo Lee Loveland Link noted that the SVWDB stands at a nexus between job seekers and employers, which is not replicated in the Valley or Virginia. The planning process was a remarkable experience that resulted in a solid foundation for future growth.

Chair Stapel echoed the sentiments of Dr. Downey. Having Lori Strumpf from Strumpf Associates facilitate the planning process gave us access to her vast knowledge of the workforce system and unique ability to organize the team and keep them on track in a way that was supportive and directive. Lori was a key member of our team and I want to thank her for leading our team through this process.

Lori Strumpf thanked Chair Stapel and Dr. Downey for their comments. The new proposed structure is a way to achieve the vision of the strategic plan, which is thoughtful and forward thinking. The plan will require more resources than WIOA funding. As Chris said, the intent of the proposed structure is to expand resources, which includes people. It is a way to have the Workforce Development Board focus on policy and future direction. The new incorporated Board will be an operating entity that can streamline the process and move forward with less bureaucracy.

Chair Stapel opened the floor to questions from the Board and Chief Elected Officials.

Greg Hitchin from the City of Waynesboro concurred with the plan direction and comments. Greg asked who would be considered for membership on the new Board and how would members be selected? Sharon Johnson responded that we want to make sure that the new incorporated Board is a smaller board that is flexible and adaptable. We want to concentrate on board members with expertise and knowledge of resource development in our region. Fundraising will be a critical part of the new board. We know our goals are aspirational and that WIOA funding is a foundation for our work but not sufficient to address what we want to accomplish in the future. We will seek individuals interested in resource diversification and fundraising. The incorporated board may or may not include members of the current board because the new Board may require a different skill set and interest than those of our current Board members. We do know the Chief Elected Officials are critically important to both Boards, the committees, and everything we do. Chief Elected Officials have an opportunity to be involved with both Boards.

Morgan Phenix, Chair of the SVWDB Chief Elected Officials Consortium, thanked Sharon Johnson and staff for their quick reaction to the need for change. He was impressed by the plan and proud to be a part of it.

Robin Sullenberger recommended that the economic development community stay strategically involved in this process moving forward. The Valley has an identified lack of people in terms of the ability to fill jobs going forward. Conversation has taken place to identify the "client" of our services and the client is both the employer and the job seeker. Input from the private sector is crucial and economic development people are the conduit between the workforce board and the employer.

Chair Stapel acknowledged the momentum built through the planning process and would like to move forward with a vote on the proposed restructuring plan. The Board does not want to push through a plan that people have misgivings about and asked if there were any additional concerns or questions. Hearing no concerns or questions, the Chair called for a vote on the restructuring plan.

**SVWDB Board of Directors Vote:** Motion by Wes Dove to accept the Organization Strategic Planning recommendations to restructure the board and committee functions as presented. Second by Chris Pope. There was no further discussion. A roll call vote was taken and the motion passed unanimously.

**SVWDB Chief Elected Officials Vote:** Motion by John David Smith, II to accept the Organization Strategic Planning recommendations to restructure the board and committee functions as presented. Second by Greg Hitchin. There was no further discussion. A roll call vote was taken and the motion passed unanimously.

Chair Stapel thanked Board and Consortium members for attending and helping us move forward with a plan for the future. Sharon Johnson thanked the Board and Chief Elected Officials for their attendance and engagement with the SVWDB. She expressed appreciation to economic development partners, City Managers and County Administrators and looks forward to working with them under the new structure.

**Other Business:** There was no other business.

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

**Adjournment:** There being no further business to come before the Board and Consortium, the meeting adjourned at 10:56 a.m.

Respectfully submitted,  
Joan Hollen

**Mark Your Calendar for the next Joint Meeting of the SVWDB Board and Chief Elected Officials Consortium  
June 17, 2021, 10:00 a.m. – noon, Location: 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 Operations Plan**

The implementation plan is a support document to the Shenandoah Valley Workforce Development Board's strategic plan. It specifies how the goals and strategies will be executed, financed, and measured. Together the Operations Plan and the Strategic Plan define the business strategy and how to implement it.

### **Section 1. Executive Summary**

- 1.1. Objectives
- 1.2. Vision
- 1.3. Mission
- 1.4. Keys to Success

### **Section 2. Industry and Organization Story**

- 2.1. The Industry Story
  - 2.1.1. Current trends affecting workforce development
- 2.2. The Organizational Story
  - 2.2.1. Position in the industry

### **Section 3. Management and Leadership Team**

- 3.1 Professional Development Needs

### **Section 4. The Products and Services Story**

- 4.1. WDC and CEO's Focus
- 4.2. Strategic Advantage
- 4.3. Products and Services
- 4.4. Key Features and Current Customer Profile

### **Section 5. The Outreach Plan**

- 5.1. Outreach Goals for 2019
- 5.2. SVWDB's Market
  - 5.2.1 Messages
  - 5.2.2. Target Markets
  - 5.2.3. Distribution
- 5.3. Current High Touch Branding Approach
- 5.4. Successes in 2017 - 2018
- 5.5. Outreach and Branding Budget for 2019-2020

### **Section 6. The Operations Plan**

- 6.1 Logic Model
- 6.2. Locations and Facilities
- 6.3. Challenges to SVWDB's Organizational Effectiveness
- 6.4 Strategic Plan Action Plan

### **Section 7. Measuring Success**

- 7.1. Critical measures

**Section 8. Financial Plan**

8.1. Trends and Targets

**Section 9. Financing the Plan**

9.1. Overall Approach

9.2. Building the Infrastructure

9.3. Focus areas for development over the next 18 months

9.3.1 First 6 months

9.3.2. Next 12 months

**Appendix A: Methodology for Section 7**



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**Organization Strategic Planning  
Reorganization Restructuring Activities (Draft)  
Board and Consortium Meeting June 17, 2021**

Prepare the organization for the highest level of operational efficiency, partnership Development and local, state and federal monitoring. Create a solid foundation for funding opportunities and resource development.

**Develop Required Documentation**

- Chief Elected Officials (CEO) Consortium Agreement
- CEO Consortium and SVWDB Agreement
- Fiscal Agent Agreement
- Articles of Incorporation
- State Corporation Commission
- SVWDB Bylaws
- Inc. Board Bylaws
- CEO Consortium Bylaws

**Name the Inc. Board**

- Determine New Name for Inc. Board
- Develop Inc. Board Branding and Outreach Plan

**Establish Boards and Committees**

- Develop Committee Descriptions and Bylaws
- Solicit Inc. Board Members
- Confirm SVWDB Membership
- Develop New Member Orientation and Supports
- Determine Staffing and Responsibilities
- Transition the Operations Plan into Committee Goals

**Develop the Organization Chart**

- Confirm Board Leadership, Board Staff, and Program Staff Responsibilities and Titles
- Continuous Improvement of the Organization and program Firewall



Sharon Johnson, Executive Director  
Shenandoah Valley Workforce Development Board  
217 S. Liberty St, Suite 203  
Harrisonburg, VA 22801

May 20, 2021

Dear Ms. Johnson,

This letter is in response to the Local Workforce Development Area Plan (Local Plan) submitted in accordance with Virginia Workforce Letter (VWL) No. 20-08: Requirements for Workforce Innovation and Opportunity Act (WIOA) Local Workforce Development Area Plans.

The purpose of the Local Plan review process is to ensure that each Local Workforce Development Board (LWDB) is meeting the requirements of WIOA and the Virginia Combined State Plan, and that Virginia is providing quality workforce development services for our customers. Local Plans were reviewed by a multidisciplinary team. Each review team considered the Local Plans in light of the elements required under the WIOA and VWL No. 20-08. We would first like to take this opportunity to highlight areas of strength that were evident in your Local Plan:

- *Plan is comprehensive;*
- *Plan describes the local workforce system well*

After careful review, the WIOA Title I Administrator has determined that your Local Plan has met the requirements for approval to be forwarded to the Virginia Board of Workforce Development for final consideration at the Board's June 2021 meeting. Congratulations on the work of the LWDB, Chief Elected Official(s) and partner programs in completing this plan.

We look forward to the implementation of your Local Plan objectives and to the positive impact that the associated activities will have in your LWDA and our workforce system as a whole. We appreciate your efforts in submitting this Local Plan and your commitment to support the public workforce system. If you have any questions, please contact Yolanda Crewe, WIOA Programs Director at [ycrewe@vccs.edu](mailto:ycrewe@vccs.edu).

Sincerely,



George Taratsas  
Director, WIOA Administration and Compliance

Enclosures: Notice of Obligation

cc: Morgan Phenix, Page County Board of Supervisors Chairman  
Jeff Stapel, Shenandoah Valley Workforce Development Board Chair

## RETURN TO EARN INITIATIVE GUIDANCE

**SVWDB Amount Available:** \$117,356

**SVWDB Maximum Number of New Hires Supported:** 235 new hires at \$500 (May be more funding for new hires if amounts are lower than \$500.) Limit of 25 new hires per business.

**Effective Performance Period:** June 1, 2021 – November 30, 2021

### Funding Criteria:

- The initiative will match up to \$500 that a qualifying small business pays directly to a new employee hired after May 31, 2021, with a maximum of 25 new hires per employer.
- Employer must match the full amount and provide funds directly to new hires. This can be in either one lump sum or in installments to cover the ongoing costs of childcare, transportation, or other barriers to re-employment. Verification of how funds are used by the new hire is not required.
- Qualifying small childcare businesses, who may be facing particularly challenging workforce shortages, may qualify for up to \$500 per new hire without the requirement to match.
- Only employers with fewer than 100 employees across all Virginia locations may qualify for funds. The employment facility where new hires will be placed must be located in the Commonwealth of Virginia, and the employer must also be incorporated in Virginia.
- Wages for new hires must be a minimum of \$15.00 per hour. The position must be W-2 employment but can be part- or full-time. Funds may only be provided to new employees hired by the employer, and the individual hired must be currently unemployed (as attested by the individual).

### Funding Documentation Requirements:

- Agreement between Local Workforce Development Boards (LWDB) and participating employers
- Agreement shall include the following in the terms of award:
  - Employer Name
  - Employer ID
  - Employer Representative authorized to enter into agreement, including position title
  - Employer Representative's contact information
  - Number of employees (must be less than 100)
  - Confirmation that hiring wages must be at or above \$15.00 per hour
  - Attestation from the individual being hired that they are currently unemployed
  - Self attestation by employer that the employer is not currently disbarred from receiving federal or state funds and that the employer is current on all state obligations
  - Employer must be able to provide records of employees hired who received funding support through the Return to Earn initiative, including hiring date, hourly wages, position title and classification (Part or Full Time), the total amount provided to the employee as incentive to hire and over what time period, and the percent supported by WIOA Title I funds and/or other funding sources.
  - The agreement must include language that the funds will be rescinded and collection action will be initiated if future audit activity determines violation of any terms of the agreement, including any false statements.



## LinkedIn Learning is now available at NO COST to Shenandoah Valley Virginia jobseekers!

Unlock access to 10,000+ on-demand courses to help you learn more and achieve success.



### Quality Content

Taught by experts in your field with 35+ new courses a week



### Personalized Curation

Get course recommendations based on the most in-demand skills for your unique career interests



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Available anytime, anywhere (download the app or from your computer)

Licenses are time-limited - start exploring courses on LinkedIn Learning for FREE today!

**For more information on how you can obtain a LinkedIn Learning License, please email [learning@vcwvalley.com](mailto:learning@vcwvalley.com).**



SHENANDOAH VALLEY REGION

Virginia Career Works – Shenandoah Valley is an Equal Opportunity Employer/Program.  
Auxiliary aids and services are available upon request to individuals with disabilities.  
The total cost of the LinkedIn Learning program is \$265,200 for the purchase of 20,000 licenses statewide. \$265,200 (100%) is funded through a U.S. Department of Labor-Employment and Training Administration grant.



## **Building Maintenance Technician Pilot Program**

Shenandoah Valley Workforce Development Board, Inc.

### **Introduction:**

This program launches a workforce pilot program to train opportunity youth for a career while assisting employers in the region who have been unable to find talent in facility maintenance. Opportunity youth learn through a pre-apprenticeship like model through a combination of classroom and on-the-job training, while receiving customized life and workforce skills coaching. The learning process also provides career exploration and awareness of the building maintenance field. In addition, employers collaborate to develop a sector strategy approach to address specific workforce occupation needs across multiple industries.

### **Purpose:**

Provide opportunity youth access to a short-term, hybrid training and development program across trade areas focused on building maintenance, renovations, electrical, plumbing, and heating and cooling. Upon completion of the program, they may enter employment or continue on a building trade's career pathway while employed, possibly through registered apprenticeship.

**Funding:** WIOA Title I Youth Programs

**Timeframe:** May 24 through July 30, 2021

### **Results:**

<b>Metric</b>	<b>Goals</b>
Community Partners	4
Hiring Employers	6
Worksite Locations	5
Target Underrepresented Population: Opportunity Youth (Wait listing for next training program)	6
Youth Completion	6
Youth Employed	6

### **Highlights:**

- This is a public-private partnership consisting of employers, a community college, a community partner, the Virginia Career Works Winchester Center and the SVWDB, Inc. with WIOA funding.
- Implementing a hybrid model of 2 days of classroom work and 3 days on-the-job training.
- Use of coaches to recruit at-risk youth and provide essential employment and life skills training prior to the start of the program as well as a stipend and intensive case management during training and afterwards as they move into employment.
- Designed to increase the pipeline of building maintenance technicians, improve retention of new hires, and expand workforce diversity while helping opportunity youth move from poverty to self-sufficiency.
- Program is scalable and will be replicated in the SVWDB service region localities, targeting both in-demand occupations and at-risk youth and adults who are living in poverty.

### **For additional information contact:**

Bonnie Zampino, Workforce Services Director, SVWDB, Inc. at [bzampino@vcwvalley.com](mailto:bzampino@vcwvalley.com) or 540-667-2403  
Sharon Johnson, Ph.D., Chief Executive Officer, SVWDB, Inc. [sjohnson@vcwvalley.com](mailto:sjohnson@vcwvalley.com) or 540-649-4322



# WHAT IF YOU COULD **GET PAID** TO LEARN?

**In partnership with LFCC, Outlier, and Faithworks, Virginia Career Works is making every student's dream come true: *get paid to learn a new profession and start your new career in just 6 weeks!***

The *Building Maintenance Technician* program is ideal for curious and creative young adults who enjoy solving problems and have excellent attention to detail.

Candidates will be selected based on WIOA requirements.

By the end of this 6 weeks program, the selected individuals will leave with:

- OSHA 10 Certification;
- hands-on knowledge of the job;
- guaranteed interview with local companies; and
- opportunities for further training and advancement.

If you are between 18 and 24 years old and not attending school, don't miss the chance of your life!

**CLASSES AND ON THE JOB TRAINING WILL TAKE PLACE FROM JUNE 21st TO JULY 30th, FROM 9:30 AM TO 4:30 PM, M-F.**

**FOR QUESTIONS AND TO APPLY, CONTACT CORESSA HUBBARD AT [CHUBBARD@VCWVALLEY.COM](mailto:CHUBBARD@VCWVALLEY.COM) OR (540) 545-4146 - EXT. 301.**

Applications will be accepted until spots are filled.

**HURRY UP!**

**There are only 6 spots available!**

**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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**Partners:**



**outlier**

*Faithworks*  
transforming neighborhoods and lives  
through faith-based community development



## Boot Camp Project Narrative: Team Winchester, Virginia

The 2020-2021 Disability & Employment Boot Camp supported teams in their efforts to design and test innovative ideas in their evolving workforce landscapes; ideas that will strengthen system capacity to increase employment of Americans with disabilities.

### Experience Stages



### Convening Team Winchester VA

- **Samantha Greenfield** (Lead), Virginia Division of Rehabilitative Services
- **Ashley Moslak**, Virginia Employment Commission
- **Bonnie Zampino**, Virginia Career Works/Shenandoah Valley Workforce Development
- **Missy McDonald Spielman**, Frederick County Public Schools
- **Sharon Hetland**, Northern Shenandoah Valley Adult Education, Lord Fairfax Community College
- **Sue Boyce**, Frederick County Public School

### Defining the Challenge

#### Experience Highlights

The team completed a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis to help clarify the challenge with current business engagement. The team identified key stakeholders. The team completed a working session to refine the challenge statement.

#### Results

##### *Original Challenge Statement*

There are quite a few agencies/programs and organizations within our service area seeking employment, apprentices/unpaid work experience or looking to grow relationships with employers. It would be nice to learn more about how to approach employers in a more unified manner, gain employers' interest, and avoid confusion from all the "players" that reach out to

them. Increasing creativity in how services can be delivered and customizing approaches to integrated employment are also areas to focus on.

### SWOT Analysis

Through the analysis the team discovered possibilities for being better equipped to engage employers. Knowing that employers are not hiring people with disabilities was interesting, yet even more interesting than that was the realization that the challenge was even deeper.

SWOT Analysis			
<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>* BST can share information about business with members.</li> <li>* Wide variety of industries in our area.</li> <li>* Funding (WIOA).</li> <li>* Sharing of job openings.</li> <li>* Passion.</li> <li>* Employers are hiring.</li> </ul>	<b>WEAKNESS</b> <ul style="list-style-type: none"> <li>* Confusion within business world as to who we all are. They just hear "employment" and think we are all the same.</li> <li>* Maybe lack of a comprehensive business engagement plan that includes all of us as partners.</li> <li>* Making relationships with more than just one person in a company.</li> <li>* IMO employers want an "easy" hire and not very open-minded to applicants with alternative learning or transferable skills.</li> </ul>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>* Employers are getting creative and looking to build their workforce.</li> <li>* More SHRM, Chamber of Commerce, EDA &amp; Rotary.</li> <li>* We can only add value if we can get the word out.</li> <li>* Opportunity for employers to have "vetted" candidates to them.</li> <li>* Businesses are looking to us for guidance on how to source and retain employees.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>* Lack of marketing and branding buy in</li> <li>* Businesses not seeing value in our programs</li> <li>* Lack of "tracking system" of employer contacts and engagement</li> <li>* Have not been able to complete an employer needs survey</li> <li>* Other local agencies have more money, grant opportunities and greater ability to spend money where needed</li> <li>* Our positions have our own mandates on our performance measures/goals/employer contacts</li> </ul>

### *Refined Challenge Statement*

The problem we are trying to solve is how the Business Support Team (BST) can better meet the needs of employers.

### *Key Stakeholders*

Division of Rehabilitative Services; VEC Veterans Employment Services; Northern Shenandoah Valley Adult Education; Virginia Career Works; Virginia Employment Commission; Frederick County Public Schools

## **Building Empathy**

### **Experience Highlights**

The team learned the benefits and techniques for building empathy to get inspired by the employers they hope to serve. The interview technique enabled the team to listen to employers to get new ideas about how to design for them. The team synthesized their learnings to identify patterns and surprising insights to inspire new opportunities for design. The team recognized that employers are used to being approached to make a hire rather than being approached by workforce to determine what they need. As one teammate remarked, the exercise surfaced memories of identifying “whether the product I was trying to sell aligned with what the client needed,” illustrating how important it is to listen for needs that can be addressed rather than imposing a service that an employer may not need. Roles for the empathy interview process were designated among Boot Camp teammates who then synthesized themes that stood out. The team interviewed 5 employers using a pre-defined list of questions. The team agreed to include empathy building as a practice going forward to consistently listen to employers’ needs.

Draft of standard empathy interview questions. Answers to be cataloged and shared amongst partners:



### Employer Empathy Interviews (Updated 3-3-2021)

**The who & why:** “Virginia Career Works which include partners from Division of Rehabilitative Services, Northern Shenandoah Valley Adult Education Virginia Employment Commission and Frederick County Public Schools are working on a regional Workforce Development Team in conjunction with the Department of Labor to improve employer hiring, retention and employment outcomes for individuals with disabilities. We are gathering insight from regional employers. I was wondering if I could have approx 45 minutes of your time to learn more about the challenges you are experiencing in today’s hiring and retention climate.”

**Purpose of interview:** To connect with employers, businesses and HR professionals to learn more about “first hand” challenges they are currently encountering in order to get new ideas about how community workforce development partners can better design a hiring & retention based toolbox.

**Length of time for interview:** Approx. 45 minutes/1 hour

## Results

### *Employers Interviewed*

In addition to Lowes, EDA, Chamber of Commerce, VEC, and The Shockey Companies 9 other employers were interviewed anonymously.

### *Key Insights*

1. Effectiveness and receptiveness of the employers of the “Empathy” Interview style
2. The realization that a good way to serve employers is to have better prepared clients to present for consideration of employment
3. Have employers embrace alternative interview and portfolio/video methods
4. Employers have challenges with finding applicants that have the skills and abilities to multi-task/cross train
5. Some employers are getting an overwhelming number of applicants and many are not even qualified for the positions (shotgun approach)

## V2V Apprenticeship Advisory Council

Agenda – June 17, 2021

### Final V2V Apprenticeship Advisory Council Meeting

1. Review minutes from April 8 , 2021 meeting
2. Grant performance as of 5.31.21 (unofficial, not submitted yet to DOL)

Metric	Revised Grant Goal/Modification	05.31.2021 final	% Grant Goal
# apprentices	1000	1156	116%
# employer sponsors	92	93	101%
# new programs	18	24	133%
# expanded occupations	37	50	135%
# completed	250	313	125%
# Target Population*	150	574	383%

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

3. Activity Highlights since last meeting:
  - a. The two primary factors presented to the Department of Labor to justify a nine-month extension of the V2V Grant were achieving at least 1000 new apprentices and at least 250 successful apprenticeship completions. The focus of the last quarter of the V2V grant has been following-up and obtaining completion documentation from the state apprenticeship agency. Both goals were surpassed.
  - b. All apprenticeship coursework has been purchased.
  - c. Final gift cards recognizing the successful completion of apprentices are being purchased to be awarded in June.
4. Upcoming:
  - a. Closeout and final report for AAI grant is in progress.

## V2V Apprenticeship Advisory Council

Minutes – April 8, 2021

### Final V2V Apprenticeship Advisory Council Meeting

1. Review minutes from February 3, 2021 meeting
2. Grant performance reported for 03.31.2021 (unofficial, not submitted yet to DOL)

Metric	Revised Grant Goal/Modification	03.31.2021	% Grant Goal
# apprentices	1000	1152	115%
# employer sponsors	92	93	101%
# new programs	18	24	133%
# expanded occupations	37	50	135%
# completed	250	293	117%
# Target Population*	150	573	382%

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

3. Activity Highlights since last meeting:
  - a. Hershey had 49 individuals in their August 2020 boot camps. In February and March, they hired 34 and have registered them into apprenticeship as Industrial Manufacturing Technicians.
  - b. Hershey implemented a boot camp independently in March 2021, a good example of sustainability of a SVWDB/V2V Initiative
  - c. USDOL Evaluation for the AAI Grant: A draft report for the V2V Grant was reviewed for accuracy. The final report is expected before end of June 2021.
  - d. Jobs for the future, Opportunity Youth TA Grant annual report: Total of 28 opportunity youth (OY) entering registered apprenticeship including 18 from Hershey's boot campers.
  - e. Scott Carlson has transitioned to a SVWDB role; the remaining V2V staff is transitioning out as the project sunsets.
4. Upcoming:
  - a. A few classes remain in April to be invoiced.
  - b. Closeout and final report for AAI grant will begin in March 2021 and conclude by 06/30/21.