Board of Directors and Chief Elected Officials Consortium Meeting
November 9, 2017, 10:00 a.m. – 12:00 p.m.
Harrisonburg City Hall – Council Chambers
409 South Main Street, Harrisonburg, VA

Call to Order   Jeff Stapel
- Roll Call   Joan Hollen
- Introduction of Guests   Jeff Stapel

Consent Agenda   Jeff Stapel
- Prior Meeting Minutes (September, 2017)
- Valley Workforce Center WIOA Dashboard Reports (September/October)
- Financial Statements
- SVWDB Communications Outreach Report – November 2017

SVWDB Workforce Initiatives   Jeff Stapel
- Incumbent Worker Training   Sharon Johnson
  - Framing the issue
  - Questions to consider:
    - Why should the SVWDB provide funding to businesses for training their employees? How would this be a valuable service to businesses?
    - Why would businesses turn down funding for incumbent worker training?
    - How can we market incumbent worker training to businesses?
- V2V Advisory Council Meeting   Debby Hopkins
- Winchester Grand Opening   Sharon Johnson

Board Development   Sharon Johnson
- Board Orientation
- Board Guide & Contact List
- Board Retreat
- Apprenticeship Representatives
- 2017-2018 Board Meeting Dates   Jeff Stapel

Committee Reports
- Executive Committee Report   Jeff Stapel
  - Sub Award Letter to Virginia Board for Workforce Development
  - Evans Case
- Finance Committee Report   Brian Brown
  - Special Recognition   Jeff Stapel
- One-Stop Certification Committee Report–**Vote required**   Brian Brown & Sharon Johnson

Other Business
- GO Virginia Workforce Initiative   Jeff Stapel & Joan Hollen
- Board Meeting Evaluation   Sharon Johnson

Public Input (Rules and Guidelines attached)

Adjournment

Next SVWDB Board Meeting: January 11, 2018, 10:00 a.m. – 12:00 p.m.
Ice House Room 117, 127 W. Bruce Street, Harrisonburg, VA

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 SVWDB office the Monday prior to the Board meeting.

<div align="center">

Shenandoah Valley Workforce Development Board
Board of Directors Meeting
September 14, 2017, 10:00 a.m. – 12:00 p.m.
127 W. Bruce Street, Harrisonburg, Virginia 22801

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Call to Order   **Jeff Stapel**
The meeting was called to order at 10:00 a.m. Chair Stapel called the roll and introductions were made.
A business quorum was not present.

Private Sector Members Present: Andrew Breeding, Jeff Stapel, Jo Lee Loveland Link, Kip Brannon,
Robin Sullenberger, Annette Medlin, Wes Dove, Julie Suijk, Steve Douty

Public Sector Members Present: Amy Judd, Brian Brown, Jessica Tagai, Gary Keener, George Homan,
Jackson Green, John Downey, Kathy Kalisz (for Julie Goodlick), Katy Parrish, Kevin Hutton, Patrick Barker,
Robert Goldsmith

Chief Elected Officials/Alternates Present: Pablo Cuevas

Guests Present: Bonnie Riedesel, Mary Ann Gilmer, Clay Stein, John Jackson, Stephanie Hoer, Jennifer
Mongold, Sean McCusty

SVWDB Staff Present: Sharon Johnson, Debby Hopkins, Cathi Michie, Debbie Berry, Kevin Martin,
Vanessa Robinson, Matt Green, Joan Hollen

Prior Meeting Minutes: **Jeff Stapel**
Due to the lack of a quorum, prior meeting minutes were deferred to a future meeting.

Valley Workforce Centers and WIOA Dashboard Reports   **Jeff Stapel**
The WIOA Dashboard reports for June, July, and August were distributed to the group prior to the
meeting.

Executive Committee Report   **Jeff Stapel**
Chair Stapel reported that the Executive Committee conducted the following business:
- Reviewed and approved the SVWDB FY2018 budget.
- Approved SVWDB policy updates.
- Reviewed the nondiscrimination and ADA compliance requirements for Education and Training
  Providers and programs.
- Discussed Board member onboarding and retreat plans for Executive Committee and Board
  members.
- A sub-committee of the Executive Committee established a compensation structure for SVWDB
  Chief Executive Officer, Chief Financial Officer, and Chief Program Officer staff positions.

The Executive Committee reviewed the requirements for certifying the Harrisonburg Workforce Center.
Workforce Development Boards are required to have at least one certified, comprehensive workforce
center in their region by October 31, 2017. The certification documentation is lengthy and an ad-hoc
committee is being formed to review the certification documentation prepared by Goodwill Industries of
the Valleys as the One Stop Operator.. A request was made for volunteers to serve on the One Stop
Certification Review Committee. The time commitment will be a one-half day meeting the end of
October.

The Winchester Workforce Center recently moved to a new location on the campus of Our Health, Inc. at 419 North Cameron Street in Winchester. The new center will co-locate Valley Workforce, the Virginia Employment Commission, and Lord Fairfax Community College Adult Basic Education. A Grand Opening will be held on Tuesday, October 10th. Governor McAuliffe will be on hand to cut the ribbon and tour the new center. The SVWDB Board of Directors will receive an invitation to the Grand Opening.

Finance Committee Report   **Brian Brown**
The Finance Committee met on September 8, 2017 to review the proposed budget for FY 2018. Adjustments were made to the proposed budget to ensure program objectives are met and adequate carryover monies are reserved for FY 2018. Finance Chair Brown reviewed revenue and expenditures as of July 31, 2017 and noted a strong financial position with 4% of the budget expended. There were no questions raised regarding the FY 2018 budget and the board expressed consensus for budget approval.

SVWDB Workforce Initiatives: **Jeff Stapel**
Valley OJT Initiatives Update   **Debby Hopkins**
Debby Hopkins reviewed the Valley OJT report and noted that the report will change with the conclusion of the H-1B OJT, Dislocated Worker and Job Driven grants. Business Services metrics will be incorporated into the report as metrics are developed and tracked. The $4 million American Apprenticeship Grant currently has 243 registered apprentices and 47 employer sponsors. The American Apprenticeship Grant has a goal to enroll 600 new registered apprentices.

V2V Advisory Council   **Debby Hopkins**
Debby Hopkins convened the V2V Advisory Council and reported on V2V initiatives to expand registered apprenticeship throughout Virginia. Debby is participating on a state workgroup to develop a process to add Registered Apprenticeship sponsors to the Eligible Training Provider List for WIOA participants. Pre-apprenticeship models are being considered and tested by local employers as a pipeline to Registered Apprenticeship. The V2V Advisory Council concluded with a request for support from the Council to formalize pre-apprenticeship efforts.

Service Provider RFP Award and Update   **Brian Brown**
The Service Provider contract for One Stop Operator and Adult, Dislocated Worker and Youth programs was awarded to Goodwill Industries of the Valleys. Stronger reporting and checks and balances were negotiated with the contract.

The SVWDB RFP process for awarding service contracts was audited by the Department of Labor through the WIOA Title I Administrator. The procurement process was acceptable, but the implementation was problematic because of setting up firewalls and limited staffing and funding to implement WIOA. SVWDB staff is working with Goodwill Industries of the Valleys to find a reasonable and realistic approach to implement the role of One Stop Operator and to ensure there is a path to compliance that has a firewall with checks and balances. SVWDB is working closely with the Virginia Association of Workforce Directors to determine best practices and successful models for One-Stop Operator implementation.

Valley Workforce Marketing Plan   **May Ann Gilmer**
Mary Ann Gilmer, Vice President for Workforce Development for Goodwill Industries of the Valleys, presented the Marketing Plan for Valley Workforce along with a timeline for implementing the plan. The

attached report identifies marketing targets and objectives as well as goals and strategies for building awareness of Valley Workforce and WIOA programs and services. Quarterly progress reports will be provided to the SVWDB. Goodwill opened the floor to questions and feedback on the marketing plan. The following was discussed:

- The importance of connecting workforce services with high school students with no plan for continuing education.
- The immigrant population in the Valley is underutilized and needs support to integrate into the workforce. Valley Workforce has partner agencies, faith based organizations and bi-lingual staff that support immigrant transition into the workforce.

GO Virginia Update   **Bonnie Riedesel**

Bonnie Riedesel, Executive Director of the Central Shenandoah Planning District Commission, reported that the GO Virginia Region 8 initiative is moving from planning to implementation. GO Virginia Region 8 covers the same service area as the SVWDB and incorporates two planning districts, the Northern Shenandoah Valley Regional Commission and Central Shenandoah Planning District Commission. Both planning district commissions, SVWDB, and the Shenandoah Valley Partnership are serving as support organizations providing administrative services and fiduciary oversight for the GO Virginia Council. The Council structure was explained and SVWDB members serving on the Council include Jeff Stapel, Robin Sullenberger, and Dr. John Downey.

The Go Virginia Region 8 Growth and Diversification Plan has been approved and the Council is moving forward with accepting project proposals for initiatives that create high paying jobs ($41,000 annual wages and above) in five target sector areas: Financial/Business Services, Health Care, Information Technology/Communications, Light Manufacturing and Transportation and Logistics. Projects funded will address one or more of the region's framework initiatives developed around the broad areas listed below.

- Recruit and/or retain the talent needed in the region.
- Grow existing businesses, develop existing clusters, and scale-up small and mid-size companies.
- Establish start-ups from commercializing university-based research and supporting entrepreneurs.
- Support potential joint economic development activities such as site development and training initiatives.

A matrix of industry clusters identified by each GO Virginia region in Virginia was included in the Board packet. Additional information can be found at http://www.shenandoah-valley.biz/tools-resources/go-virginia/ including a Business Workforce Survey Analysis conducted to determine the workforce needs of businesses in GO Virginia Region 8.

Workforce Board Survey Outcome   **Sharon Johnson**

Sharon Johnson presented the findings of a survey conducted in support of her dissertation research on Local Workforce Development Boards: Alignment with Operational Indicators and Behavioral Characteristics. The survey was administered to thirteen of Virginia's 15 Workforce Development Boards. SVWDB board members were asked to think about where the SVWDB falls in the results of the survey and what our board can do to evolve into a more highly effective board. The presentation includes findings, conclusions, and recommendations on demographics, operational indicators, and behavioral characteristics of workforce boards. The presentation is available upon request.

New Member Board Orientation   **Sharon Johnson**

Board members were asked to provide thoughts on effective new board member onboarding and orientation. The following suggestions were discussed:

- Start onboarding before the first board meeting a new member attends.
- Provide an Orientation Guide prior to the first meeting.
- Send a welcome letter upon appointment.
- Develop a one page summary of SVWDB.
- Provide a contact list of Board members and staff.
- Provide biographies of board members.
- Provide Bylaws, organization structure, leadership, and decision making process.
- Explain grant funding and associated opportunities.
- Provide and explain policies at state level.
- Develop an orientation presentation including introduction and history.
- Tour One-Stop Center and talk to workforce center staff.
- Provide testimonials from participants and employers (success stories).
- Have a participant presentation (testimonial) at each board meeting.
- Let the board know about missing voices (board member representatives) at the table so they can seek out new board members.
- Develop board member knowledge of the board and workforce system.
- Develop a Board Portal to make the meetings digital, accessible and dynamic.
- Develop talking points for board members to be able to explain why they were appointed to the board.

Public Input (Rules and Guidelines Attached)
No public input.

There being no further business, the meeting adjourned at 11:55 p.m.

Respectfully submitted,
Joan Hollen

Attachments:
Valley Workforce Marketing Plan

**The next SVWDB Board of Directors Meeting: November 9, 2017 10:00 a.m. – 12:00 p.m.
Harrisonburg City Hall Council Chambers, 409 South Main Street, Harrisonburg, VA 22801**

Valley Workforce Center

September, 2017

22 days of Operation

WIOA PROGRAM INFORMATION

WIOA Clients Program YTD	Adult	Dislocated Worker	Youth	Totals
Carryover Clients from Previous Program Year	**140**	**97**	**107**	**344**
New Enrollment for this Program Year	**38**	**13**	**14**	**65**
New Enrollments September 2017	*13*	*2*	*4*	**19**
Exited September 2017	*14*	*7*	*14*	**35**
Exits this Program Year	**40**	**25**	**34**	**99**
Total Active WIOA Participants	**138**	**85**	**87**	**326**
Placement Rate	**65.0%**	**76.0%**	**76.4%**	**70.70%**
Average Wage at Placement	**$15.10**	**$15.53**	**$11.49**	**$13.71**
Exited Exclusion from Performance	**0**	**0**	**0**	**0**

TRAFFIC	MONTH	YTD
Northern Total	132	598
Central Total	643	1,502
Total	775	2,100
Outreach	216	609
Total all Activities	**991**	**2,709**
Last Year Same Month	901	2,424
Monthly Avg	45	
Daily Avg - YTD	47	

UNEMPLOYMENT RATE (most recent available)

	Aug 2016	Aug. 2017	% Change
LWIA IV	4.0%	3.7%	0.3%
VIRGINIA	4.1%	3.8%	0.3%
US	5.0%	4.5%	0.5%

Training/Education Providers			
Name			**Total YTD**
Adult Education Provider/GED			1
Blue Ridge Community College			7
Lord Fairfax Community College			26
Dabney S. Lancaster Community College			3
Massanutten Technical Center			20
Valley Career and Technical Center			4
Winchester Medical Center			
Page County Technical Center			2
CDS Tractor Trailer Training			
James Madison University			
Other Approved Provider			2

Top Courses of Study		
Top Courses of Placement	**Month**	**TYD**
Certified Nursing Assistant	2	6
Commercial Drivers' License	2	10
Licensed Practical Nurse	1	18
Welding	2	3

Valley Workforce Center				
October, 2017				
22 days of Operation				
WIOA PROGRAM INFORMATION				
WIOA Clients Program YTD	**Adult**	**Dislocated Worker**	**Youth**	**Totals**
Carryover Clients from Previous Program Year	**140**	**97**	**107**	**344**
New Enrollment for this Program Year	**41**	**15**	**20**	**76**
New Enrollments October 2017	*3*	*2*	*6*	**11**
Exited October 2017	*16*	*13*	*10*	**39**
Exits this Program Year	**40**	**38**	**44**	**122**
Total Active WIOA Participants	**141**	**74**	**83**	**298**
Placement Rate	74.0%	78.4%	76.4%	75.50%
Average Wage at Placement	$14.31	$16.35	$11.40	$13.78
Exited Exclusion from Performance	**0**	**0**	**0**	**0**

TRAFFIC	**MONTH**	**YTD**
Northern Total	344	942
Central Total	781	2,283
Total	1,125	3,225
Outreach	217	826
Total all Activities	**1,342**	**4,051**
Last Year Same Month	1,423	3,847
Monthly Avg	51	
Daily Avg - YTD	48	

UNEMPLOYMENT RATE (most recent available)			
	Sept. 2016	Sept. 2017	% Change
LWIA IV	4.0%	3.5%	0.5%
VIRGINIA	4.1%	3.7%	0.4%
US	4.9%	4.2%	0.7%

Training/Education Providers			
Name			**Total YTD**
Adult Education Provider/GED			1
Blue Ridge Community College			10
Lord Fairfax Community College			28
Dabney S. Lancaster Community College			4
Massanutten Technical Center			22
Valley Career and Technical Center			4
Winchester Medical Center			
Page County Technical Center			2
CDS Tractor Trailer Training			
James Madison University			
Other Approved Provider			3

Top Courses of Study		
Top Courses of Placement	**Month**	**TYD**
Certified Nursing Assistant	0	6
Commercial Drivers' License	2	10
Licensed Practical Nurse	1	19
CMA	4	9

Expenditures as of September 30, 2017

Travel
2%

Operations
5%

Personnel
23%

Program
70%

- Program
- Personnel
- Operations
- Travel

% of Budget to Actual Expenditures Sept. 30, 2017

WIOA - 20%

AAI - 11%

CPID - 65%
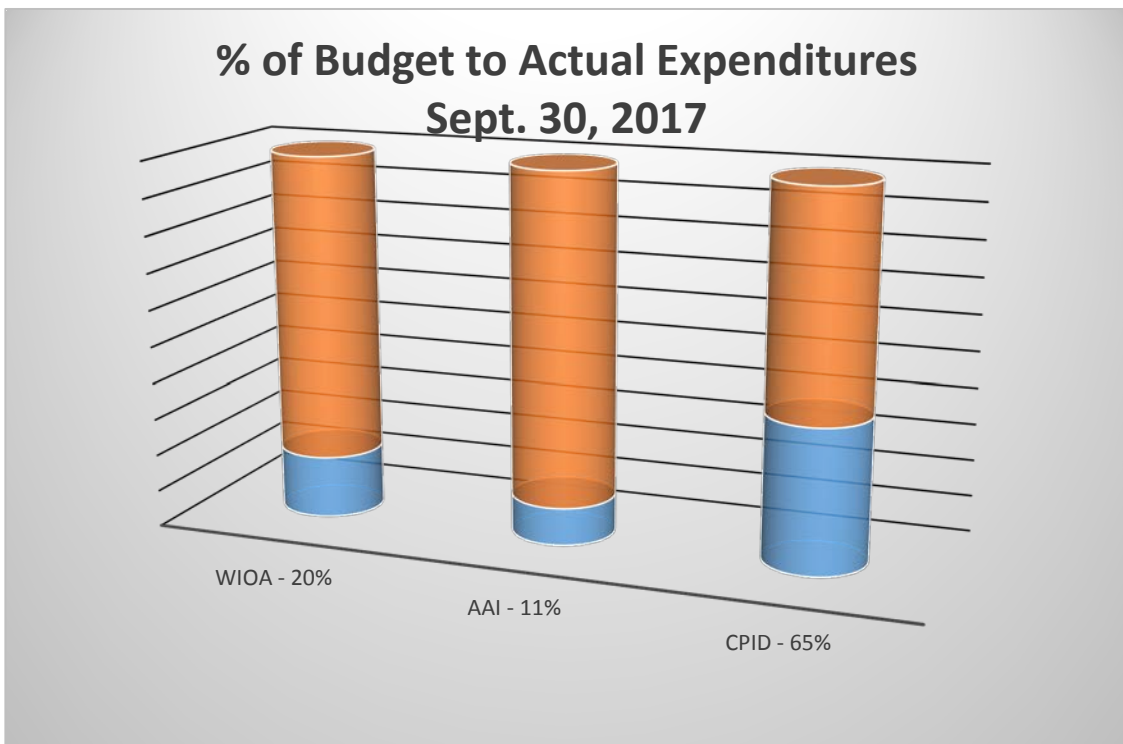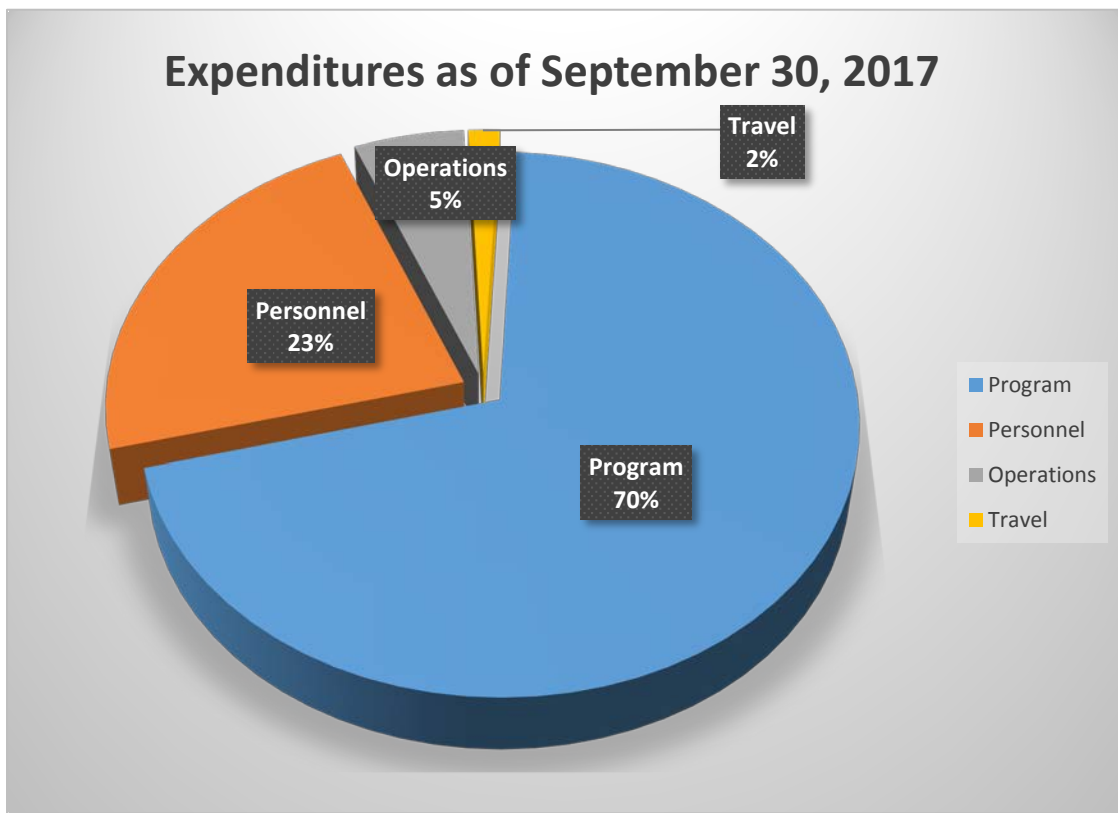
Shenandoah Valley Workforce Development Board, Inc.
Statement of Financial Position
As of September 30, 2017

Unaudited

Assets
  Current Assets

Cash and cash equivalents	$	85,879
Accounts receivable		253,105
Total Assets	**$**	**338,984**

Liabilities and Net Assets
  Current Liabilities

Accounts payable	$	270,272
Accrued leave		44,836
Total Liabilities	$	315,108
Net Assets		
Unrestricted	$	29
Temporarily restricted		23,847
Total Net Assets	$	23,876
Total Liabilities and Net Assets	**$**	**338,984**

Shenandoah Valley Workforce Development Board, Inc.
Statement of Activities - With FY2018 Budget
Unaudited

| | For the period ended September 30, 2017 | | | | | % of Total |
	Unrestricted	Temporarily Restricted	Total	FY2018 Budget		Budget
Changes in Net Assets						
Support and revenue						
WIOA Grants	$ -	$ 539,117	$ 539,117	$	3,776,696	14%
American Apprenticeship Grant	-	139,374	139,374		1,199,730	12%
Career Pathways Grant	-	55,933	55,933		85,810	65%
Other revenue	-	14,049	14,049		-	0%
Satisfaction of Program Restrictions	724,626	(724,626)	-		-	0%
Total Support and revenue	**$ 724,626**	**$ 23,847**	**$ 748,473**	**$**	**5,062,236**	**15%**

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Expenses

WIOA Grants Expenses

Administration					
Personnel	$	56,779	$	56,779	-	$	260,350	22%
Operations		5,481		5,481	-		9,090	60%
Office Operations		7,589		7,589	-		27,450	28%
Financial		933		933	-		8,610	11%
Travel		6,351		6,351	-		20,940	30%
Total Administration		77,133		77,133	-		326,440	24%
Program Services								
Adult contracts		202,702		202,702	-		812,500	25%
Dislocated worker contracts		73,559		73,559	-		437,500	17%
Youth contracts		127,923		127,923	-		815,000	16%
Goodwill One Stop Services		1,397		1,397	-		10,000	14%
Valley Workforce (Leases, IT, etc.)		45,623		45,623	-		152,200	30%
Incumbent Worker Training		-		-	-		15,000	0%
OJT Contracts		-		-	-		5,000	0%
Professional Services		-		-	-		15,000	0%
Purchase of new computers		-		-	-		10,000	0%
Board website, branding & outreach		4,000		4,000	-		14,400	28%
Total Program Services		455,204		455,204	-		2,286,600	20%
Total WIOA Grants Expenses	$	**532,337**	$	**532,337**	- $	$	**2,613,040**	**20%**

American Apprenticeship Grant

Administration						
Personnel	$	81,271	$ -	$	385,440	21%
Operations		8,626	-		13,430	64%
Office Operations		9,643	-		46,930	21%
Financial		1,191	-		11,580	10%
Travel		3,274	-		11,550	28%
Total Administration		104,005	-		468,930	22%
Total Program Services		32,501	-		730,800	4%
American Apprenticeship Grant	**$**	**136,506**	**$ -**	**$**	**1,199,730**	**11%**

Career Pathways Grant Expenses

Administration						
Personnel	$	26,924	$ -	$	21,620	125%
Operations		2,598	-		2,790	93%
Office Operations		2,996	-		4,590	65%
Financial		368	-		1,060	35%
Travel		1,755	-		3,750	47%
Total Administration		34,641	-		33,810	102%
Total Program Services		21,142	-		52,000	41%
Total CPID Grant Expenses	**$**	**55,783**	**$ -**	**$**	**85,810**	**65%**

Total Expenses	**724,626**	**-**	**724,626**	**3,898,580**	**19%**
Change in Net Assets	$ -	$ 23,847	$ 23,847	$ 1,163,656	
Net Assets, Beginning	$ 29	$ -	$ 29		
Net Assets, Ending	$ 29	$ 23,847	$ 23,876		

Communications & Outreach Program Report
November 9, 2017

2<u>nd</u> & 3<u>rd</u> Quarter 2017 Outreach Strategy

Promote the activities, achievements, and interests of the SVWDB and its partners, as well as highlight regional, statewide, and national trends in workforce development. The following was accomplished:

- Published and shared content on social media from multiple partners highlighting events and accomplishments, as well as published eight blogs on topics ranging from GO Virginia, Regional Dream It. Do It. Virginia Academies, Goodwill's Careers in Technology Program, and Business Partner Spotlights.
- Successfully promoted the well-attended State of the Valley Workforce Forums held on June 12, 13.

Goals and focus for next reporting period: Continue to build community awareness via social media, blogging, and media stories in 2018.

Media

Media outreach on newsworthy topics was accomplished in Q2 and Q3 with the following results:

- Press releases were issued announcing the results of a manufacturing study update and promoting the State of the Valley Workforce Forum.
- Media coverage for the two quarters included:
  - [Survey Finds Manufacturers Struggled With Same Issues As Four Years Prior](#), Daily News-Record, May 12, 2017
  - [Educators, Employers Working to Improve Workforce Training](#), NBC29, May 15, 2017
  - [Study shows manufacturing still leading sector in Valley economy](#), The News Virginian, May 16, 2017
  - [Board Encourages Businesses to Try Apprenticeships,](#) Daily News-Record, June 14, 2017
  - [Workforce Forum at LFCC Features Best-Selling Author](#), The Winchester Star, June 14, 2017
  - [Forum Offers Valley Employers Insight Into State of Workforce](#), WHSV-TV3
  - [Workforce Forum Focuses on Finding Skilled Workers for Jobs in the Valley](#), NBC 29, June 12, 2017
  - [Va. Veteran hiring program looks to expand in the Valley](#), WHSV, June 21, 2017
  - [Giving them an edge](#)**,** The Daily Progress, July 13, 2017

Goals and focus for next reporting period: Continue consistent media announcements of workforce activities and accomplishments in 2018.

Email
The Q2 and Q3 email newsletters were distributed with above average engagement. Here are the results:
Q2: 42.2% open rate, 4.0% click rate.
Q3:23.3% open rate, 2.3% click rate.

Goals and focus for next reporting period: Maintain consistent and pertinent newsletter distribution. Continue to build newsletter list.

Social Media
Steady organic growth of followers/engagement continued across SVWDB social media channels during this reporting period.

Analytics Highlights:
- 62% increase in Facebook average organic reach from Q1 to Q3.
- 10% increase in likes on Facebook from Q1 to Q3.
- 15.7% increase in Twitter followers from Q1 to Q3.

Goals and focus for next reporting period: Continue organic growth through strong content and best social media practices.

Website
New content published:

- [Tracking Workforce Trends in the Shenandoah Valley](#)
- [State of the Valley Workforce Forum 2017 - June 12, 13](#)
- [Careers in Technology Program Provides Training for In Demand Occupations](#)
- [Business Partners in the Spotlight - Design Electric, Inc.](#)
- [Bridging the Skills Gap with Advanced Technology Academies](#)
- [3D Printing Academy Set for September](#)
- [GO Virginia Region 8 Council Now Accepting Project Proposals](#)
- [Registered Apprenticeship ETPL Opportunity](#) and supporting documents
- Training provider, job opening notices.
- Calendar, staff and success stories updates

Analytics for previous reporting period 1/1/17-3/31/17
2,603 unique users
3.43 pages per session/3:56 minutes
12,788 page views

66.60% new visitors
Sources: organic search 52.98%
       referral 18.07%
       direct   22.98%
       social   5.98%

Analytics for reporting period 4/1/17-6/30/17

2,270 unique users
4.0 pages per session/4:41 minutes
13,385 page views
64.10% new visitors
Sources: organic search 64.2%
       referral 8.6%
       direct   25%
       social   2.2%

Analytics for reporting period 7/1/17-9/30/17

2,231 unique users
3.50 pages per session/ 4:13 minutes
11,310 page views
65.45% new visitors
Sources: organic search 63.1%
       referral 10%
       direct   22.5%
       social   4.4%

Visits by page, Jan-Sep 2017

Primary Dimension: Page path level 1   Page

Secondary dimension ▼ Sort Type: Default ▼

Page path level 1	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate	% Exit
	37,483 % of Total: 100.00% (37,483)	26,752 % of Total: 100.00% (26,752)	00:01:37 Avg for View: 00:01:37 (0.00%)	45.95% Avg for View: 45.95% (0.00%)	27.48% Avg for View: 27.48% (0.00%)
1. /locations/	8,299 (22.14%)	5,981 (22.36%)	00:01:19	42.09%	31.38%
2. /	7,957 (21.23%)	4,732 (17.69%)	00:03:12	35.65%	30.14%
3. /services/	2,964 (7.91%)	2,205 (8.24%)	00:01:09	64.88%	25.84%
4. /events/	2,222 (5.93%)	1,630 (6.09%)	00:00:48	59.09%	16.16%
5. /about/	2,126 (5.67%)	1,622 (6.06%)	00:02:04	64.97%	27.66%
6. /career-seekers/	1,918 (5.12%)	1,328 (4.96%)	00:00:56	56.12%	19.86%
7. /people/	1,435 (3.83%)	1,246 (4.66%)	00:01:19	67.86%	35.82%
8. /news/	1,287 (3.43%)	1,033 (3.86%)	00:01:50	78.85%	43.75%
9. /partners/	1,233 (3.29%)	960 (3.59%)	00:01:16	63.86%	36.50%
10. /contact-us/	1,128 (3.01%)	869 (3.25%)	00:00:48	40.35%	17.46%

Show rows: 10 ▼ Go to: 1   1 - 10 of 83 ‹ ›

This report was generated on 11/5/17 at 9:05:50 AM - Refresh Report

Goals and focus for next reporting period: Improve referral and social traffic via a review of partner site linking and more social mentions of information available on the website.

Valley to Virginia Apprenticeship Initiative

V2V Apprenticeship Advisory Council

AGENDA – November 9, 2017 Meeting

1. Review 9/14/ 2017 meeting minutes
2. Review Quarterly performance 9/30/2017:

Metric	Grant Goal	Actual	% Grant Goal
# apprentices	600	247	41.2%
# employer sponsors	175	48	27.4%
# new programs	18	10	55.6%
# expanded occupations	37	30	81.1%
# completed	200	17	8.5%
# Target Population*	150	89	59.3%

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

3. Activity Highlights since last meeting 9/14/2017:
    a. Business Services Teams: Member of both Teams in the SVWDB region
    b. Career Pathways for Individuals with Disabilities (CPID) 3D Printing Academy at Dabney S. Lancaster Community College, presentation and tour of Munters Corp
    c. Member of state workgroup to include RA Sponsors on state Eligible Training Provider List
    d. Workforce Professionals Academy: Registered Apprenticeship (RA) workshop with state WIOA Programs Director including RA on Eligible Training Provider list
    e. Site visits to: Shamrock Foods, Pactiv, Continental Automotive, ThermoFisher Scientific, Hershey, Ball Aluminum
    f. Transitioning Military initiative: meetings: Dave Silcox; John Jacobs/Winchester
    g. US DOL Office of Disability Employment: Conducted national webinar on RA with Rick Sizemore/Wilson Workforce Rehabilitation Center
    h. Participated in WWRC MTT Advisory Committee approving purchase of supplies for CNC Machining module for MTT program
    i. Presentation to Roanoke's RA and Workforce Summit with Ron Painter (CEO-NAWB), state apprenticeship agency, and two other local workforce boards
    j. Meeting with state apprenticeship agency (Trish Morrison & Kathleen Eddington) re expansion of V2V Grant throughout VA and integration of RA with WIOA
    k. Presentation to WWRC Manufacturing Technology class (pre-apprenticeship)
    l. Presentation to Virginia Association for Adult and Continuing Education Annual Conference in Fredericksburg 11/1/17
    m. Presentation VA Manufacturers Association 2017 Forum, Newport News, 11/2/17

4. Next Steps: Phase 2 expansion throughout Virginia incorporating local Incumbent Worker Funding where possible; develop pre-apprenticeship models; conduct local board training on including sponsors on ETP list; prepare for monitoring March 19-23, 2018

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DEBBY HOPKINS | SVWDB Valley OJT

Valley to Virginia Apprenticeship Initiative

V2V Apprenticeship Advisory Council

Minutes of September 14, 2017 Meeting

1. Reviewed minutes from May 11, 2017 meeting

2. 6/30/2017 Metrics

Metric	Grant Goal	Actual	% Grant Goal
# apprentices	600	247	41.2%
# employer sponsors	175	48	27.4%
# new programs	18	10	55.6%
# expanded occupations	37	30	81.1%
# completed	200	17	8.5%
# Target Population*	150	89	59.3%

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

3. Activity highlights since last meeting:
   a. Attended WIOA Convening DC Conference
   b. Presentations: State of the Valley, Workforce Forums BRCC & LFCC
   c. Eastman Chemical two apprenticeship enrollments in Martinsville
   d. Attended National SHRM Conference
   e. Career Pathways for Individuals with Disabilities Grant – first academy at Valley Career & Technical Center on CNC Machining
   f. State workgroup to develop process to add Registered Apprenticeship sponsors to the Eligible Training Provider List
   g. Byers Technical Institute Ribbon Cutting
   h. Recorded podcast with Rick Sizemore for WWRC to promote RA
   i. WWRC pre-apprenticeship progressing
   j. Presentation to SPED Directors at WWRC
   k. Conducted national Human Resources webinar "Apprenticeship – A Strategy to Close Skills Gaps"; 150 live attendees & recorded
   l. Now funding students in the LFCC MT1 program as pipeline for RA

4. Next Steps: RA Sponsors on ETP List – Member of state task force; preparing to enter next phase of grant expanding throughout Virginia; prepare for monitoring March 2018.

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DEBBY HOPKINS | SVWDB Valley OJT

National Apprenticeship Week
November 13 –17, 2017
Celebrating National Apprenticeship Week in the Shenandoah Valley

MONDAY, NOVEMBER 13   12 Noon – 1:00 PM

Lord Fairfax Community College is hosting a meet and greet for employers to connect with students in the Manufacturing Technician 1 (MT1) certification class – a curriculum designed to meet local manufacturing requirements. A Manufacturing Skills Institute certification, the MT1 includes 12 critical technical skills standards. MT1 is included in Registered Apprenticeship programs. A presentation on registered apprenticeship (RA) by the SVWDB will include grant funding opportunities from their American Apprenticeship Initiative grant.

TUESDAY, NOVEMBER 14   11:15 AM – 12:30 PM

Massanutten Technical Center will host an industry roundtable for Valley employers highlighting MTC's apprenticeship training capabilities and promoting innovations in registered apprenticeship. Includes a presentation by the Shenandoah Valley Workforce Development Board with funding opportunities from their American Apprenticeship Initiative grant.

WEDNESDAY, NOVEMBER 15   10:30 AM – 1:30 PM

Valley Career and Technical Center will host an industry roundtable for local employers highlighting VCTC's apprenticeship training capabilities. The guest speakers, Faith Clayton, Apprenticeship Consultant and Sean McCusty, Business Development Manager, Shenandoah Valley Workforce Development Board, will encourage expansion of apprenticeship occupations and share grant funding opportunities.

THURSDAY, NOVEMBER 16   8:00AM – 9:30 PM

Wilson Workforce and Rehabilitation Center will host an industry briefing to promote its new pre-apprenticeship for their 16-week Manufacturing Technology Training (MTT) Program that includes industry certifications in Manufacturing Technology (M1), forklift, and OSHA 10 along with the soft skills employers seek. Students in this intensive training will be prepared for production occupations in all sectors of manufacturing. Employers can meet the current students, who will be seeking employment and registered apprenticeship opportunities throughout Virginia. Adaptive technologies to support students in employment will be on display. Registered apprenticeship and grant funding opportunities will also be presented.

CEREMONIES:
- **ThermoFisher Scientific, Middletown, celebrates their first seven completers of the Industrial Manufacturing Technician registered apprenticeship program on 11/13 at 3:00**
- **Ball Advanced Aluminum celebrates new apprentice registrations in this signing ceremony on 11/14 at 1:30**

ADDITIONAL OUTREACH ACTIVITIES:
- **The VEC will host two public job seeker workshops on registered apprenticeship on 11/13 (Fishersville) and 11/14 (Harrisonburg) at 4:00 PM with presentations by the Shenandoah Valley Workforce Development Board**
- **The Winchester Chamber of Commerce will host a registered apprenticeship presentation for its members and guests on 11/13 at 10:30 with speaker Debby Hopkins from the SVWDB**
- **Career and Technical Studies Directors in Blue Ridge Community College Region, 11/10, 7:30 AM, RA Presentation**

WORKFORCE SYSTEM WEBINAR: 11/16 All Virginia local workforce development boards to learn how to include Registered Apprenticeship sponsors on the state Eligible Training Provider List

For more information on these events, contact SVWDB at 540.442.7134 x111 or Debby Hopkins: dhopkins@valleyworkforce.com

Commonwealth of Virginia

Office of Governor Terry McAuliffe

FOR IMMEDIATE RELEASE
Date: October 10, 2017

Office of the Governor
Contact: Brian Coy
Email: brian.coy@governor.virginia.gov

Virginia Board of Workforce Development
Contact: Sara Dunnigan
Phone: (804) 663-7464
Email: Sara.Dunnigan@governor.virginia.gov

Winchester-Valley Workforce Center
Contact: Charles M. Peacock, Jr.
Phone: (540) 545-4146
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Governor McAuliffe Cuts Ribbon on New One Stop Career Center in Winchester

~ New Valley workforce center joins network of 62 centers across the Commonwealth ~

WINCHESTER – Governor Terry McAuliffe today celebrated the opening of a new One Stop Career Center in Winchester during a ceremonial ribbon cutting. The new Valley Workforce Center will focus exclusively on providing career services, job search support, basic adult education, workforce training, and job placement services to citizens in the Winchester region, and joins a network of 62 One Stop Career Centers across the Commonwealth. The Center is part of a campus of 25 community service providers, the first of its kind in Virginia.

"For underemployed or unemployed Virginians, workforce centers are the front door to the job and life skills, career planning and training needed to fill good jobs that are open in the region," **said Governor McAuliffe, speaking at the event.** "One Stop Centers, like this one in Winchester, are a community effort, and I am pleased to be here today to celebrate this innovative new 'campus' approach to workforce development. This center is well positioned to serve the needs of employers and job seekers in Winchester and the northern Shenandoah Valley for years to come."

"The northern Shenandoah Valley's economic success is due, in part, to its exceptional workforce," **said Secretary of Commerce and Trade Todd Haymore**. "For businesses and individuals to continue to enjoy this success, we have to expand that talent pipeline and provide opportunities for Virginians to get the support and skills they need to fill the jobs in the community. Without a doubt, workforce development is key to further

corporate investment and job creation, and I congratulate everyone involved in the establishment of our newest workforce development asset."

Governor McAuliffe has made improving the workforce service delivery system in Virginia a priority of his administration. Multiple state agencies have collaborated to improve service access for job seekers and employers. The Virginia Employment Commission, a significant leader in this endeavor, has realized more than $1 million in cost savings by executing a collocation strategy that makes the agency an anchor tenant in One Stop Careers Centers across the Commonwealth. Critical partners in the effort to establish the new One Stop Career Center in Winchester include: the Shenandoah Valley Workforce Development Board, the Virginia Employment Commission, One Health, Inc., and Lord Fairfax Community College.

"The inclusion of multiple partners in the workforce system significantly increases the availability of services to our shared customers and allows greater collaboration among all agencies' staff to provide a cohesive approach to our client's needs," **said Charles Peacock, Center Manager, Winchester One Stop Career Center.** "In addition, housing Business Services in the same location provides a better pipeline for the local labor force to connect with employers. This center truly embodies the goal and intent of the Workforce Innovation and Opportunity Act

"The SVWDB is excited to have greater capacity for expanding services and support for workers and businesses of the Northern Shenandoah Valley," **said Sharon Johnson, Chief Executive Officer, Shenandoah Valley Workforce Development Board, Inc**. "The new and expanded Workforce Center emphasizes additional partnerships with key stakeholders to strengthen our workforce. The Center will meet a range of workforce needs including those of unemployed workers, individuals seeking preparation for advanced positions, and employers who want qualified workers to maintain and expand their businesses."

"The Board and staff of Our Health, Inc. are thrilled to have the services provided by the Winchester Valley Workforce Center on our campus," **said Sharen Gromling, Director, Our Health, Inc**. "With this addition, we now have 25 nonprofit and public services providers located on the campus providing wrap-around services and case management to our most vulnerable population. The work done at the Center is life-changing, as they help their clients train for and find employment that will provide a sustainable income for themselves and their families."

Find more information about the new One Stop Career Center in Winchester here. The new center is located at 419 N Cameron Street, Winchester, Virginia 22601.

About the Shenandoah Valley Workforce Development Board
The Shenandoah Valley Workforce Development Board (SVWDB) is an incorporated, non-profit organization serving 16 localities in Northwestern Virginia. The SVWDB operates five Valley Workforce Centers and directs numerous workforce initiatives. They partner with business, education, economic development, and other community and faith-based organizations to thoroughly understand the current labor market and develop innovative solutions to address broad regional workforce issues.

About Our Health, Inc.
Our Health is a non-profit community resource, affiliated with Valley Health, which supports community agencies in the Northern Shenandoah Valley. Our Health strives to develop collaborative partnerships that encourage community involvement and commitments to meeting the health and human service needs of our region. In addition to being the campus owner and manager, Our Health provides its partners with administrative support, training and technical assistance, and grant writing and administration. Its Volunteer Action Center provides viable services to connect volunteers to area needs and nonprofit partners with opportunities to enhance their programs.   ###

Board Meeting Dates 2018

Meetings are bimonthly on the 2nd Thursday from 10:00 a.m. until 12:00 p.m.

January 11, 2018

March 8, 2018 (Retreat)

May 10, 2018

September 13, 2018

November 8, 2018

Meeting Location (unless otherwise announced):

Ice House
127 W. Bruce Street, Room 117
Harrisonburg, VA 22803

I. Evaluations of Effectiveness for Programs-Coordination of Programs across Partners

1. A shared vision among all partners is documented in an MOU:

   - Copy of MOU

2. There is an identifiable management structure composed of invested partners in the system that meets regularly to collaboratively set goals, identify and address systemic barriers, and implement innovative initiatives and strategies:

   - Center Directory with Managers highlighted
   - Managers Meeting Agenda and sign in sheet showing collaboration by partners on Center issues

3. Integrates available services for participants and businesses:

   - Flyers showing hiring events that had Participant and Employer participation
   - Flyer for the Hire Advantage Workshop and email string showing that we have employers to speak to the group
   - Examples of Web-site information

4. Adult Education and Literacy services and Vocational Rehabilitation services are available through the one-stop Center:

   - Flyers from MTC for ESOL, GED and NEDP for referrals
   - Flyers from Skyline Literacy for English, Citizenship, GED on site help
   - Emails as an example of referrals for services
   - Email showing DARS availability to serve clients
   - DARS Flyer

5. Services funded through other partner programs are accessible through the one-stop center:

   - Information regarding GoodCare Grant
   - Goodwill Careers in Technology Grant training information
   - Plugged-in VA Information
   - Vet Center Flyer
   - SHINE information
   - Cover Virginia Information - FAMIS
   - CPID information
   - Valley Career Hub

6. WIOA training dollars are targeted through integration of Wagner-Peyser and WIOA Adult and Dislocated Worker services:

- WIOA Dash Board Report for DLW's
- Examples of emails from the VEC referring DLWs
- Spreadsheet from RESEA presentations
- Co-enrollment Summary

7. Common outreach approach language is documented in the One Stop Partner MOU:

- Copy of MOU

8. There is a unified outreach plan that represents and supports all Virginia Workforce Network partners' services and promotes a common brand identity:

- Vision and Goals section of Area Plan
- First page of RESEA presentation
- MOU
- Virginia Workforce System Branding Initiative
- American Job Center use and implementation requirements

9. The site is clearly identified as a Virginia Workforce Center and An American Job Center Partner through external signage:

- Picture of closing sign with Valley Workforce and American Job Center logo
- Picture of door with Valley Workforce and American Job Center logo

10. Outreach plans are written with detailed strategies for identifying, attracting and serving underserved career seekers and business demographics:

- Vision and Goal section of Area Plan
- Valley Workforce Marketing Plan as presented at the September SVWDB meeting

11. Services are described, marketed and merchandised by function or service rather than by agency "silo":

- Center Events calendar
- Center scheduling calendar

12. Community groups and business associations representing the diversity of the population and economy of the area are used as outreach "surrogates;" the services are marketed through these groups in the appropriate languages and accessible format, etc.:

- Minutes of Way to Go meeting
- One Stop Partner meeting invitation
- Participation email from the African American Cultural Arts Festival
- Invitation to Augusta Correctional Resource Fair
- Refugee Resettlement

13. Website are integrated and represent all One-Stop partner programs:

- Print out from Website-partner list and website link

14. Materials demonstrate the value of partnership with the system to outside Workforce and Economic Development entities that are not yet integrated into the system:

- Go Virginia Regional Council meeting
- Chamber Events attended
- Center brochure showing the resources available to employers and economic development entities.
- SVP Agenda

II. Evaluations of Effectiveness for Operations-Coordination of Fiscal Processes, Coordination of Service Delivery Processes, and Customer Service Levels:

1. Meets the workforce development needs of participants and the employment needs of local employers:

- Examples of postings of open positions from area employers
- Example of hiring events
- Examples of *I Got a Job card*

2. Identifies and implements sector strategies that meet the needs of local businesses:

- Examples of employers information identifying largest employers by location
- Examples of listings created and posted for employers
- Job Fairs that address a local need
- Local Plan
- Employer Survey

3. Identifies targeted career pathways, including occupations and credentials, needed for in demand occupations for the LWDA:

- Data on an in-demand occupation
- Example of a career pathway for an in-demand occupation
- CPID Career Pathway information
- List of clients trained

4. Identifies the one-stop center customer flow, business process, and how job seekers access career and training services:

- Center Customer Flow Chart
- Business Services Communication Plan

5. Operates in a cost-efficient manner:

- Copy of 2016-2017 Budget
- Finance Register of spending by funding stream
- Dashboard Report showing training providers/programs utilized
- Resource Diversification & Asset Mapping

6. Provides detailed cost information, including the amount and percentage of WIOA funds utilized for training services and the types of training services:

- Finance Register of spending by funding stream
- Dashboard Report showing training providers/programs utilized

7. Identifies how services will be made available to customers outside regular business hours, including whether physical one-stop center access is available outside regular business hours:

- Flyer listing extended hours at Center
- Portion of RFP showing extended hours
- Web-site
- Case-note showing client being met after hours

- Thank you letter from Rockingham County Schools for presenting information at an evening meeting

8. Evaluations take into account feedback from one-stop customers, including a process for obtaining customer feedback from both employers and job seekers regarding one-stop services:

   - Mystery Shopper Report
   - Survey Report for the month of August
   - Front Desk manual showing need to offer survey to everyone
   - Copy of client survey
   - Copy of employer survey

9. Customer flow is efficient, enabling customers to get their needs met quickly: peak loads are well managed and there are few physical barriers:

   - Center Customer Flow Chart
   - Day by Day Traffic report showing Monday and Wednesday as high volume days
   - Email showing addition of Intern to assist on high volume days
   - Client Survey

10. Customers can access a comprehensive menu of training and education services and information about, and referral to, sources of related assistance (e.g. housing, transportation):

    - Quick Reference Guides for service area
    - Flyer for SNAP
    - Approved Training Provider list
    - Example of flyers for training

11. Provide a single point of contact for businesses for all One-Stop partners serving businesses:

    - Business Services Team Communication Plan showing single point of contact
    - Business Services Team's Customer Flow Chart

12. Provide outreach to employers educating them on the One-Stop services and business services:

    - Flyer showing services for businesses
    - Email from a new business thanking us for our help
    - Brochure showing recruiting services
    - Employer presentation

13. A unified business message has been developed and is being used:

    - Business Services Team Charter

14. Coordinates services among the one-stop partner programs:

    - Events Calendar showing combined services
    - Agenda from staff meetings, managers meeting and Partner Meetings showing discussion of services and delivery
    - Minutes from Partner Meeting

15. Service delivery is organized within the center based on the functional service provided, not by the partner agency that provides the service (i.e. intake, assessment, counseling, etc.) as appropriate:

    - Floor map showing services
    - Events Calendar showing activities and workshops
    - Job descriptions for staff structure

16. On-site management team roles and responsibilities, as reflected in the One-Stop Partner MOU, indicates how customer needs will be advanced in operations and decision-making at the center:

    - Copy of MOU

17. There is an information/customer desk clearly visible from the door that is appropriately staffed with individuals who possess strong interpersonal skills and knowledge of all services offered in the One-Stop:

    - Picture of front desk
    - Job description of Resource Room Coordinator
    - Staff Performance Report
    - Customer Survey

18. Resource area is appropriately staffed with a sufficient number of staff who are trained to notice and assist customers who are clearly frustrated or confused in the Core Services area and offers high quality labor market information and a wide variety of well-organized information resources for customers to access both at the center and through remote electronic means:

    - Day by day traffic count used to schedule staff
    - *Hot Jobs Lists* showing the new listing for the day
    - Virginia Workforce Connection brochures showing how to access LMI information
    - Brochure showing how to log in and use the Virginia Workforce Connection
    - Customer survey showing satisfaction
    - Resource Room Coordinator job description
    - Customer Service & Conflict Management Training for staff

19. All signs, materials and physical layout are evaluated for their accessibility, and materials in alternative formats (with graphics and color) are readily available, preferably without the customer needing to make a special request to receive them:

- Copy of ADA report
- Examples of information in large print and color
- JAWS 18 and MAGIC 13.1 are installed on resource room computers

20. Customer service reflects the appearance of a single agency, rather than a collection of partners:

- Name tag list for Center staff
- Copy of center rules that applies to all Center Staff
- Events Calendar showing services are all listed as Valley Workforce
- Local TV spots showing Valley Workforce

21. Service delivery system is organized by function (not by program or agency silo), in language that is meaningful to its customers:

- Copy of Events calendar in Spanish/English
- Floor map showing services delivered by function

22. Different strategies are used to provide orientation to career/job seekers and businesses/employers:

- Copy of PowerPoint used for in-person group orientation
- Brochure listing services available
- Screen shot of web site showing Center information
- Center Events calendar showing dates of orientation meetings
- Business Services PowerPoint presentation

23. One-Stop appears inviting, organized and professional:

- Employer survey
- Mystery Shopper report
- Pictures of Center

24. One-Stop design is useful and marketable to people with diverse abilities:

- Center Customer Flow chart
- Customer satisfaction survey
- ADA Report

25. Resource area offers high quality labor market information and a wide variety of well-organized information resources for customers to access both at the center and through remote electronic means:

- VEC brochure on LMI
- Virginia Workforce Connection Brochure explaining how to gain information from their web-site

- LMI data posted in the Center
- Hot jobs posted

III. Evaluations of Effectiveness for Operations-Coordination of Fiscal Processes, Coordination of Service Delivery processes, and Customer Service Levels-WIOA Service Delivery Standards

A. *Service Delivery-Basic Career Services for Job Seekers*

1. Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the Virginia Workforce and Career Development System:

   - Flyer with instructions on setting up Workforce account
   - Flyer containing Center orientation information (orientation includes information about other services not housed in the Workforce Center)
   - Job Fair flyers for specific customer groups

2. Program information describing eligibility requirements and application procedures:

   - Examples of program information regarding eligibility and application process for several different programs
   - Eligibility Document List

3. Determinations of whether individuals are eligible to receive assistance from WIOA Title 1 Adult or Dislocated Worker funding:

   - PowerPoint slides showing eligibility guidelines
   - Copy of application

4. Referral to agencies that provide eligibility determination for Welfare-to-Work programs in the community:

   - Brochure for Common Help
   - Social Services application
   - Web-link to Common help

5. Provision of information regarding and assistance through trained staff in filing claims for unemployment compensation:

- VEC claim information that is distributed at the front desk
- Certificates showing staff training on the *New Wagner Peyser*

6. Provision of information relating to the availability of supportive services for employment, including child care and transportation, available in the local area and referral to such services, as appropriate:

- Flyers for *Discount Child Care*
- 211 cards
- BRCC shuttle schedule
- Staunton Trolley schedule
- Harrisonburg bus schedule
- Head start information
- Supportive Services Policy

7. Referral to partner programs which includes screening to determine likelihood of eligibility for various programs and financial assistance:

- Copy of electronic intake that provides referrals based on certain criteria
- List of referrals sent to Adult ED
- Information provided for Community College Workforce grant

8. Labor exchange:

- The Virginia Workforce Connection is our main labor exchange mechanism
- Job Fairs linking employers and job seekers
- Resume preparation
- Assistance for job seekers in the VaWC
- Assistance for employers posting jobs and seeking follow up in the VaWC

9. Job, career and self-assessment tools:

- Virginia Wizard
- Career One Stop
- Virginia Workforce Connection
- My Next Move

10. Initial assessment of skill levels, aptitudes, abilities and supportive service needs:

- CareerScope
- TABE
- Northstar
- Supportive Services Needs form

11. Employer directories for job search, e.g., America's Labor Market Information System (ALMIS) resources, internet-based directories, commercial products:

- List of job search web sites given to first time visitors
- Center list of employers who will hire people with a background
- Career One Stop
- Virginia Workforce Connection

12. Resume writing software and support materials:

- Interview/Resume card
- Resume writing class held at Center
- Resume writing software on Resource Room computers
- Examples of revised Resumes

13. Local human services directory

- Elevate Virginia "Quick Reference Guide"
- 211 information

14. Occupation training information

- Approved Training Provider list
- Flyers available in the Center
- Valley Career Hub and SVP Education and Training Database

15. Financial aid information:

- Community College Workforce Grant
- FASFA Information
- GoodCare financial aid worksheet
- Financial Aide information from BRCC

16. Job search skills information:

- Hire Advantage Class – in-person workshop on job search
- Instructions in the Resource Room on registering in the Virginia Workforce Connection
- Class outline used by CIT for work readiness and job search
- Valley Career Hub

17. Workplace accommodations information:

- Career Seekers with Disability services available to job seekers and employers
- Referrals to DARS for assistance
- ADA report

18. Local, regional and national labor market information, including job vacancy listings in such labor markets; information on job skills necessary to obtain the jobs described in the job vacancy listings; and information relating to local occupations in demand and the earnings and skill requirements for such occupations:

- Labor market Information for in-demand occupations in the workforce area
- State and local unemployment rate information
- Valley Career Hub in-demand occupations video clink

19. Performance information and program cost information on eligible providers of training services as described in WIOA Title 1 Section 122, by program:

- List of program cost
- Report of credentials earned in 2017
- ETP program certification and recertification applications with performance data

20. Provision of performance information and programs cost information on providers of adult education described in WIOA Title II, providers of postsecondary career and technical education activities and career and technical education activities available to school dropouts under the Carl D. Perkins Vocation and Applied Technology education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.):

- Adult Ed performance report
- Adult Ed cost
- DRS performance report and cost

21. Provision of information regarding how the local area is performing on the local and state negotiated performance measures and any additional performance information with respect to the Virginia Workforce and Career Development System in the local area, performance data must be posted and provided upon request:

- Most recent State performance report
- Dashboard Report on enrollments and placements

22. Referral to local programs for financial aid assistance for training and education programs that are not funded under the Workforce Innovation and Opportunity Act:

- BRCC Workforce Grant application
- FASFA Information
- Virginia Scholarship bulletin board

B. *Service Delivery-Individualized Career Services for Eligible Program Participants*

1. Comprehensive and specialized assessments of the skill levels and service needs, which may include diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals:

- CareerScope and TABE
- Youth Service Strategy to show in-depth interviewing, evaluation and goal setting
- SCSEP IEP

- Specific assessment requested by an employer

2. Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals:

- Example of an IEP

3. Group counseling-clinical or psychological counseling provided in a group setting to discuss employment and training-related issues, or techniques to overcome life issues that may present a barrier to employment or training. Counseling should be provided by an appropriately trained/licensed counselor or social worker, for example a Licensed Clinical Social Worker:

- Information for Region 10 local Community Services Board who provides this type of counseling

4. Individual counseling and career planning:

- Client record showing assessments, LMI review and employment planning
- Case notes documenting career counseling and planning
- Case note documenting planning for job retention
- Follow up Report

5. Case management for participants seeking training a career education services:

- Records documenting staff support for clients seeking training
- Case notes reflecting involvement of staff and partners as clients decide upon and begin training

6. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and profession conduct, to prepare individuals for unsubsidized employment or training:

- Hire Advantage class flyer
- VaWC documentation of pre-vocational services provide to client
- Case note documenting pre-vocational service

7. Internships and work experiences linked to careers, as appropriate:

- Worksite agreement showing work experience
- Case note showing work experience relationship to client's career choice
- Work experience process document

8. Financial literacy services:

- Center Events Calendar showing "Money Matters" workshop

- Copy of PowerPoint used in "Money Matters" workshop
- Copy of budget worksheets available in the Center and used with clients

9. Out-of-area job search assistance and relocation assistance, as appropriate:

- Copy of out-of-area job search provided to a client
- Out of –area support services supplied to DARS client
- PA 211 information supplied to DARS client
- Out-of-Area assistance policy

10. Follow-up services, including counseling regarding the workplace, for customers in WIOA Title I activities who are placed in unsubsidized employment, for up to 12 months after the first day of the employment, as appropriate:

- Sample of Follow-Up Report
- Case note documenting Follow-Up services

C. *Service Delivery-Training Services for Eligible Program Participants*

1. Occupational skills training, including training for nontraditional employment that results in certification:

- List of clients in training
- Case notes showing individuals in training for non-traditional roles
- SVWBD ITA Policy

2. Programs that combine workplace training with related instruction, which may include cooperative education programs:

- Case notes show an internship for a client still attending classroom training
- SVWDB OJT Policy

3. Skill upgrading and retraining:

- Flyer on services for DLW's
- 2nd Quarter credentials report
- Rapid Response information for Dislocated Workers

4. Job readiness training:

- Youth Work Readiness training documentation
- Plugged-in VA flyer showing inclusion of work readiness skills included in training
- Center calendar showing Hire Advantage class for soft skills training

5. Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training:

- Plugged-in VA Flyer to document training developed in response to employer request
- SVWDB OJT Policy

6. Adult education and literacy activities:

   - Flyer for GED test dates
   - Basic Computer Classes
   - Basic Literacy Classes
   - ESOL Classes

7. Entrepreneurial training:

   - SCORE information
   - Small Business Development Center information
   - Flyers from local contest for new ideas

8. Training programs operated by the private sector:

   - Eastern Mennonite University information
   - American National University information
   - Byers Technology Center information

9. On-the-Job training:

   - OJT documentation which includes contract, skills gap analysis, and training plan
   - SVWDB OJT Policy

10. Incumbent Worker Training:

   - Documentation of enrollment and services to incumbent workers
   - SVWDB IWT Policy

D. *Service Delivery for Businesses*

1. Assistance in finding qualified workers:

   - Job Fair
   - Employer Events
   - Copy of Job Order posted in response to employer request
   - Center Scheduling Calendar showing use of employer meeting room for interviews

2. Labor exchange

   - Virginia Workforce Connection
   - Email showing assistance of entry of posting in VaWC

3. Interview facilities at one-stop career centers, where applicable:

- Center Scheduling Calendar showing interview rooms scheduled by employers
- Picture of Room used by employers

4. State and /or federally generated Labor Market Information (LMI):

- Dashboard showing Federal, State and Local unemployment rates
- Examples of LMI for job seeker

5. State and/or federally generated information on Americans with Disabilities Act (ADA):

- Copy of poster displayed in Center

6. Information regarding consultations on workplace accommodations for persons with disabilities:

- Copy of information available at Center

7. Information on and referral to business start-up, retention and expansion services:

- Shenandoah Valley Small Business Development Center information
- SCORE information

8. Information on and referral to sources for developing customized training programs:

- BRCC Workforce Custom Training information
- Goodwill Customized Training Information
- SVWDB Customized Training Policy

9. Information on and referral to career preparation activities:

- Project Hope information – for high school students with disabilities
- Workshop information on basic computer and work readiness skills
- Copy of Work Readiness Agenda
- Technical Center Referral form

10. Rapid response to mass layoffs and plant closings:

- Emails documenting participation and notifications of Rapid Response events
- Rapid Response packet from Sean

11. Information about training incentives such as on-the-job training programs (based on worker eligibility):

- OJT Policy
- Flyer regarding OJT

12. State and /or federally generated information on tax credits for new hires:

- Flyer describing tax credits for employers who hire veterans

IV. Evaluation of Program and Programmatic Accessibility Criteria

A. *Assessment of Program Accessibility*

1. Provides reasonable accommodations of individuals with disabilities:

   - ADA Report

2. Secure and individual/team, who has received extensive training, conducted trainings and produced accessibility reports on the Americans with Disabilities Act & ADA Accessibility Guidelines, to conduct the one-stop program accessibility review using the ADA Accessibility Guidelines ***(ADAAG Surveys completed within the last 3 years may be utilized unless – 1) an new comprehensive One-Stop center is created by the LWDB; 2) an existing One-Stop center moves to another physical location; or 3) an existing One-Stop center has under gone remodeling that would require a new survey):

   - Emails showing progress in ADA issues
   - ADA Report

3. Utilizing a recognized methodology or instrument, provides a report on the extent that one-stop center meets the program accessibility requirements outlined in statute and regulations, including identifying areas that may be out of compliance, how those areas can be rectified, and, if appropriate, the cost of compliance:

   - Initial ADA Report
   - Cost of compliance

4. Verifies that program accessibility exists by analyzing and correcting any deficiencies found with the one-stop center's compliance with ADA, WIOA Section 188, and EO requirements under the law:

   - Last ADA report showing all issues except parking lot have been corrected.

5. Staff are knowledgeable about when and how to hire interpreters and use video relay:

   - Relay use instructions
   - Agenda of Staff review of system

6. Verifies accessibility of center website (for example: test descriptions of graphics or pictures, equivalent alternatives for information presented in audio or video formats, and online forms that can be filled out using assistive technology):

- Web-site diagnostic Report

7. The principles of universal design/human centered design process are utilized across the spectrum of services (intake through follow-up):

- Examples various intake option which allows individuals to access services in different ways
- Examples of a workshop where PowerPoint, written material, one-on-one discussion and interpreters were used to ensure individuals have access to information presented
- Job Descriptions showing specialization of staff functions
- Customer Survey
- Case note to document different methods of contact and service based on individual needs

8. Outreach is created and delivered representing the whole community without negative stereotypes:

- Next Step flyer
- Confirmation on Involvement in "Our Community Place Resource Fair"
- Center Calendar
- Outreach flyer

9. Materials are provided in accessible formats as appropriate (for example: Braille, large print, closed captioned videos, audio or written alternates):

- Copy of information in Arabic
- Large print flyer
- Screen shot of computers showing programs for screen magnification and a screen reader

10. Individuals with a disability can participate in activities/programs on the day of their arrival as any other customer, without having to schedule services for a later date:

- Center Directory showing DARS staff member on site
- Screen shot of accommodations on computers
- ADA Report

11. Provides regular training to staff on working effectively with individuals with disabilities:

- Staff Meeting Agenda
- Disability Etiquette Guide

12. Staff are comfortable serving customers with disabilities:

- DARS customers surveyed
- Staff Surveys

13. An updated contact list of services, field experts and resources is readily available to the staff regarding disability resources:

- Community Resource Guide

B. *Assessment of Programmatic accessibility (including Communications)*

1. Verifies that reasonable modifications to policies, practices, and procedures are made where necessary to avoid discrimination against persons with disabilities:

   - Email documenting change in workshop location to accommodate individuals with disabilities
   - SVWDB EEO Policy

2. Customer Service policy ensures that customers with disabilities receive the same service as all other customers:

   - EEO Policy
   - Front Desk Manual regarding customer service
   - MOU

3. Staff (including front-line staff) are knowledgeable about what policies are in place and know how to implement them in practice:

   - Front Desk Manual
   - Staff meeting training agenda

4. Administers programs in the most integrated setting appropriate:

   - Picture of adjustable desk, large keyboard and other accommodations in the Resource Room

5. Provides appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of the program or activity:

   - Picture of accommodations in the Resource Room
   - Email documenting assistance of interpreters for workshops
   - MOU

6. Communication with persons with disabilities is conducted as effective as with others:
   - Pictures of Braille signage
   - Pictures of accommodations in the Resource Room
   - Large Print flyer

7. Staff offer customers accommodations when completing skills assessment and other planning activities:

   - TABE instructions for accommodations
   - Case note showing discussion of accommodations

8. Staff make reasonable accommodations when eligibility criteria for individualized services present a disability-specific barrier for and individual interested in participating in a specific program:

- Letter from training provider providing accommodations to allow participation in training

9. Strategies for overcoming disability-related barriers are addressed in the individual customer's service plan as appropriate:

- IEP showing disabilities are discussed and addressed

10. Verifies that programmatic accessibility exists by providing a report on the extent that the One-Stop Center meets the programmatic accessibility requirements outlined above, including identifying areas that may be out of compliance, how those areas can be rectified, and if appropriate, the cost of compliance:

- ADA Report

V. Evaluations of Continuous Improvement Criteria

A. *Evaluating Achievement of Negotiated performance Levels*

1. Supports the achievement of the negotiated local levels of performance for the indicators of performance for the local area:

- Copy of Performance Measures and Local Plan
- Dashboard showing the progress on WIOA goals
- SCEP goals and results
- Adult Ed goals and results

2. Contributes to negotiated local levels of performance:

- MOU
- Area Plan
- Dashboard

3. Identifies the impact to a local one-stop center that is not contributing substantially to the local levels of performance:

- MOU
- Center Managers Meeting Agenda

B. *Evaluating and Acting on Credential Attainment Levels*

1. Identifies an incentive mechanism for when the number of participants credentialed and employed in an occupation directly linked to the credential received improves:

   - Local incentive policy that identifies incentives for youth obtaining a GED or a High School diploma.
   - Local Area Plan Goal #2
   - Service provider contract

C. *Corrective Actions and continuous Improvement Planning*

1. Identifies a Continuous Improvement Plan, including addressing when customer feedback indicates issues exist or performance is lacking (Plan must include specific service strategies to be used to meet center goals for performance outcomes, methods for on-going identification of issues/poor performance and processes for making corrective actions, including responsible parties, timelines for completion, consequences of inaction, and staff training):

   - Customer Satisfaction survey
   - Agendas showing review of report
   - Emails showing development of program in response to the survey and staff recommendations
   - Flyer for program provided as a result of this process

2. Each partner agency commits to staff certification, cross-training of staff and other professional learning opportunities for staff that promote continuous quality improvement:

   - Copy of MOU
   - Training Certificates
   - Staff Meeting Agenda
   - Center Managers meeting agenda

3. Management supports a cross-agency Continuous Quality Improvement system that incorporates and acts upon customer satisfaction and performance data; Staff members from all levels are invited to participate in this process, and management supports the findings and recommendations of these teams:

   - Program report showing monthly survey reports
   - Agenda from staff meetings to discuss results
   - Board meeting minutes

4. Identifies how the one-stop center will be driven by customer needs and customer feedback and continually look for ways to "raise the bar" to keep the center as a leader in customer satisfaction (may be incorporated into the Continuous Improvement Plan):

- Local Plan – Section "Local Workforce Development Elements: Programs/Partners Overview
- Customer satisfaction survey
- Employer satisfaction survey

5. Methods are in place to track customer satisfaction and feedback, and such results are regularly used to refine service delivery within the center:

- Customer satisfaction survey
- Employer satisfaction survey
- Monthly program report
- Meeting agendas show review of reports
- Emails showing development of a program in response to the survey and staff recommendations
- Flyer for workshop provided as a result of this process

6. On-going evaluation and planning is conducted:
- Agenda from Center Managers meeting
- Agenda from Business Services Team meeting

7. One-Stop Center performance measures are collaboratively developed, few in number, easily identified by staff and used to improve services to customers:

- Dashboard Reports showing performance
- Staff meeting agenda showing review of survey and review of center goals
- Employer Survey
- Annual Center Plan

8. One-Stop Center performance measures help formulate thinking about evaluation beyond silo-based federal performance standards and allow the LWIOA to benchmark themselves against other areas by sharing measurement tools and approaches:

- Dashboard Reports
- State performance reports

9. All partner and frontline staff know the Center's current status regarding attainment of their measures:

- Agenda from staff meetings showing review of performance results
- Posted survey results

10. Data is collected and displayed to accommodate the need for appropriate managers and staff to access information on all partner programs and on the services an individual has received:

- Survey results
- Co-enrollment summary

11. Management measures employee satisfaction along with customer satisfaction, and will use both to refine plans and processes to create a high-performance work place with staff that has a visible passion for quality service:

- Job Seeker Survey
- Employer Survey
- Staff Survey
- Agenda from Managers meeting showing review of results of surveys

12. Mystery shoppers are used to evaluate the customer experience from a variety of angles:

- Mystery Shopper report

13. A common or coordinated staff performance appraisal system is in place for WIOA and other mandatory program partners:

- Customer Satisfactions Survey
- Mystery Shopper Report
- Employer Survey
- Code of Conduct

14. Contribution of WIOA mandatory program partners and other local partners are evaluated, along with evidence of co-enrollment between WIOA and other partner programs:

- Co-enrollment summary
- Client list showing co-enrollments

15. All mandatory partners use the same customer (job seeker and employer) satisfaction tool for the One-Stop center, so results reflect the collective performance of the service delivery system rather than any individual program or agency:

- Job Seeker Survey
- Employer Survey

D. *Provision of Technical Assistance*

1. Identifies how the One-Stop Center service providers and partners can request technical assistance and the process for approval:

- Technical Assistance Process included in Front Desk Manual
- Virtual OneStop user guide
- Job seeker/Employer surveys

2. Technical assistance and /or training are provided in response to identified system weaknesses, and according to a common capacity building strategy:

- Training request form
- Web-site instructions for training providers
- Job seeker and employer surveys to show system for identifying need for TA
- Partner meeting agenda minutes showing discussion of services and information

VI. Evaluations of Quality Assurance Criteria

A. *Quality Assurance through Customer Relations*

1. Service delivery system planning is done within the context of integrated community workforce and economic development plans, and includes representatives of business and a wide range of career-seekers:

- Local Plan
- Job Fair flyers
- Go Virginia Economic Growth and Diversification Plan

2. Service delivery system responds to long-range talent and skill forecasts as well as emergent near-term market and business needs:

- State of the Area Report
- Chmura Report
- Business Services Team Charter

3. Resources are leveraged to create an environment that is inviting and professional in appearance, convenient for the customer, and accommodating to the partners:

- Mystery Shopper Report
- Job Seeker and Employer Survey Reports
- Picture of Front Desk

4. Job Seeker satisfaction survey is conducted regularly:

- Center Dashboard Reports
- Job Seeker survey

5. Job seeker survey results are analyzed:

- Center staff and manager meeting agendas
- Dashboard reports

6. Job seeker survey results are incorporated into operational activities:

- Center staff and manager meeting agendas
- Dashboard Reports

7. Business customer satisfaction survey is conducted regularly:

    •   Instructions for Job Fair and survey collection
    •   Employer survey

8. Business customer survey results are analyzed:

    •   Center staff and manager meeting agendas
    •   Dashboard Reports

9. Business customer survey results are incorporated into operational activities:

    •   Center staff and manager meeting agendas
    •   Dashboard Reports
    •   Center Scheduling calendar showing employer events

B.   Operations

1. Agency partners are committed to providing high quality customer service, to increase visibility of services, and to serving 'underrepresented' career-seekers (e.g. people with disabilities, Veterans, non-English speakers, at-risk youth, ex-offenders, etc), as well as business groups and economic development organizations:

    •   Veterans Job Fair Flyer
    •   Youth Job Fair Flyer
    •   Dream It Do It Academy
    •   Re-entry Mentors
    •   SCSEP

2. One-Stop leadership is active on other community-based boards for economic development, workforce and community development:
    •   Joining Forces Committee email showing meeting attendees
    •   Strong Families – Great Youth Organization meeting minutes
    •   Aging in Place Round Table Flyer
    •   Chamber of Commerce membership documentation
    •   SVP Education and Workforce Committee
    •   Woodrow Wilson Advisory Committee
    •   V3

3. There is a business services team that includes staff form all One-Stop partners, the team has an integrated approach to servicing businesses:

    •   Business Team flow chart
    •   Business Services Team Charter
    •   Sign In Sheets for Business Team Meeting

4. Business focused agencies (i.e. economic development, chambers of commerce, industry associations, small business administration, etc.) are partners of the One-stop and staff communicate regularly with business focused partners:

   - Local Area Plan

5. Each service delivery process is dictated by an attitude of inclusiveness:

   - Local Area Plan
   - MOU

6. Each partner's functions are identified and consolidated (for example intake, assessment, outreach, follow-up, data mgmt.., etc.) that will result in using common forms and procedures:

   - Common Intake Form
   - Center Folder
   - VaWC Printout

7. One-Stop tailors work flow to the individual customer needs thereby eschewing a "one-size-fits-all" approach:

   - Customer Flow Chart

8. One manual is utilized by all Center staff and written in common terms that are understandable by all staff:

   - Front Desk Manual

9. Front line staff and middle-management from all partners frequently meet to review case-loads and collaboratively develop individual service/employment plans. These meetings also create an opportunity to determine the possibility of offering customers additional services from other agencies, as needed and appropriate:

   - Cohort training showing several partners meeting often to serve a group of people and develop a service plan
   - Case notes

10. A common information management system is employed to ensure easy sharing of customer data, for financial tracking, program reporting, and performance measurement purposes. (Data systems and information sharing with outside agencies safeguard customer confidentiality):

    - VaWC screen shots sharing of data between WP, WIOA and TRADE
    - Emails showing discussion of client being served between partners
    - Agenda for Staff meeting documenting Intake reports

11. Partner Program services are accessible and welcoming to individuals with disabilities, and workshops are available to all community population segments:

- Skyline Literacy flyers
- Dream It Do It Academy
- Common Intake Report

12. Partners, including economic development partners, coordinate a menu of services, including services to meet the broad HR needs of smaller employers (e.g. EDA and SBDC business management classes, etc):

- Screen Shot of Website list of resources
- Rapid Response information packet

13. Career-seeking customer has access to local, statewide, and national jobs and positive recruitments regardless of which partner may be serving him/her:

- Hot Job List
- VaWC available on all computers

14. Staff serving businesses have geographic, industry, or employer size specialties, and serve as the primary contact point for employers in that category:

- Business Service Team Flow Chart
- Economic Development Partnership Contacts
- Small Business Development

15. Cross-agency system of job referral and placement that employers can easily access is established:

- VaWC list

16. Staff efforts are coordinated closely with local Economic Development representatives:

- Local Plan
- List of Economic Development Groups

C. *Operational Data Collected in Support of Quality Control*

1. Number of registrations in the VaWC are tracked and analyzed:

- Enrollment Report from VaWC

2. Number of new WIOA Participants are tracked and analyzed:

- Dashboard Report

3. Service Activities' attributed to the one-stop center are tracked and analyzed:

- VaWC screenshot
- Dashboard Report
- Minutes of Board meeting

4. Training activities attributed to the one-stop center are tracked and analyzed:

- Dashboard Report
- Credential Report
- GoodCare Training Completion Report

5. Number of workforce credentials attained are tracked and analyzed:

- Credential Report

6. Number of job orders attributed to the one-stop center are tracked and analyzed:

- Job Order Report

7. Number of hires attributed to the one-stop center are tracked and analyzed:

- VaWC Report
- Dashboard Report

8. Overall number and types of customers service:

- Center Traffic and intake Reports

D. Professional Development

1. Professional development plan exists and is followed (***see WIOA Professional Development Plan Guidelines on pages 27-28):

- Local Plan
- Staff Training Plan

2. Professional development activities are offered to one-stop staff and participation is tracked:

- Professional Development Report

3. Number of frontline staff achieving and maintaining workforce professional certification are tracked:

- Professional Development Report

4. Number of frontline staff achieving and maintaining workforce professional certification are tracked:

   • Professional Development Report

5. The LWDB has adopted strong local policies that support an integrated team approach to staffing, management, and planning of the one-stop:

   • MOU
   • Local Plan
   • Managers Meeting Agenda
   • Partner meeting minutes

6. Investment in staff development is substantial, ongoing and tied to the center's business objectives:

   • Staff Training Tracker
   • Copy of Certifications

7. Staff from multiple organizations will be equipped through cross training and information tools to enable them to respond:

   • Partner meeting agenda and sign in sheet
   • Partner meeting minutes

8. Staff training emphasizes the need to be broadly aware of the various resources available to customers within the One-Stop Center, and through partners from outside:

   • Partner meeting agenda and sign in sheet
   • Partner meeting minutes

9. Staff is assigned to and identifies themselves with functions or services as opposed to agencies, and functional supervision of partner service staff is in place:

   • Center Customer flow chart
   • Calendar of Events
   • Center Manager Job Description

10. Front-line staff will be highly valued and supported by center management in their efforts to meet customer needs:

    • Staff appreciation awards

11. Bottom up communication within the system is set up via regular staff meetings; Staff meetings include time for individual members to update one another on their 'discoveries' of new relevant resources:

- Staff meeting agendas
- Manager meeting agendas

12. Staff members are trained to promote, seek and support partnerships with outside agencies:

- Staff meeting agendas
- Partner meeting agendas and minutes

13. Staff training support the creative use of funding and resources as required, including combining multiple internal and external agencies resources around a single career seeker or project:

- PIVA Flyer
- Co-enrollment summary

14. A community network of mandated and non-mandated partners, and faith based and community organizations established that meets regularly to conduct training, problem-solve, share information, leverage resources on behalf of customer, and facilitate collaboration:

- Partner meeting agenda and minutes

E. *Resource Management*

1. Resource Management Plan (MOU) clearly defines infrastructure cost sharing:

- Documentation from SVWDB Finance Officer

2. Adherence to the Resource Management Plan is consistent:

- Documentation from SVWDB Finance Officer

F. *State Performance Measures*

1. Operator and Service Provider staff are aware of the LWDB negotiated performance levels for each Program Year:

- Negotiated levels for 2016-2017 (have not received 2017-2018)

2. LWDB negotiated performance levels are either met or exceeded for each Program Year:

- State Performance Reports