



**November 20, 2014  
9:00 – 11:00 a.m.  
Blue Ridge Community College (BRCC)  
Plecker Center (P126)  
One College Lane  
Weyers Cave, VA**

- **Call to Order**
  - a) Roll Call
  - b) Introduction of Guests
  - c) Prior Meeting Minutes**Board vote required.**

Jeff Stapel  
Susan Schoenthaler  
Jeff Stapel
- **SVWIB Operations (Valley Workforce Centers)**
  - a) Valley Workforce Centers Update
  - b) Incumbent Worker Policy and Procedure
  - c) Committee Recommendation**Board vote required.**
  - d) Training Provider Decision Brief**Board vote required.**

Mary Ann Gilmer  
Tish Harris  
  
Jeff Stapel
- **SVWIB Workforce Initiatives**
  - a) Valley On-the-Job Training Update
  - b) Job Driven National Emergency Grant (JD NEG)
  - c) Business Services Update
  - d) Executive Order 23: Workforce Credentials
  - e) Virginia Board for Workforce Development (VBWD)  
WIA Committee

Debby Hopkins  
Sharon Johnson  
  
Bruce Phipps
- **Committee Reports**
  - a) Finance Committee
  - b) Executive Committee

Paul McFarland  
Jeff Stapel
- **Other Business**
  - a) Conflict of Interest Forms
  - b) Meeting Dates 2015
  - c) WIOA and EO 23 Information Session Rescheduled

Jeff Stapel  
Sharon Johnson
- **Public Input (Rules and Guidelines attached)**

Jeff Stapel
- **Adjournment**

Jeff Stapel

**Next Meeting Date and Time: TBD – January 2015, 9:00 – 11:00 a.m.  
Meeting Location: To be determined**



## **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.





**September 18, 2014  
9:00 – 11:00 a.m.  
Virginia Department of Transportation (VDOT)  
3536 North Valley Pike  
Harrisonburg, VA**

The Shenandoah Valley Workforce Investment Board (SVWIB) held a business meeting on Thursday, September 18, 2014, at Virginia Department of Transportation, 3536 North Valley Pike, Harrisonburg, Virginia. Jeff Stapel, Board Chair, called the meeting to order.

**Call to Order**

**Members present included:**

Sherry Pinto (Jeanian Clark)	Donna Holloway	Andrew Breeding
Chris Orem (Gary Keener)	Meredith Downey	Carol Fleming
John Downey	Don Mutersbaugh	Linda Hershey
Paul McFarland	Mike Lowe	JoLee Loveland-Link
Brian Brown	Jeff Stapel	Sandy Rinker (Marshall Price)
Daniel Blosser	Janice Shanks	Steven Burnette
Jessica Staples (Cindy Roberts)	Carroll Comstock	John Albert
Mary Ann Gilmer (Linda Matthews)		

**New Board Members present** included Linda Hershey (Director, Augusta County Chamber of Commerce), Jo-Lee Loveland-Link (Frederick County), and Steven Burnette (City of Waynesboro). New member Marshall Price (Massanutten Technical Center) was unable to attend but was represented by Sandy Rinker.

**The following guest attended this meeting:** Julie Goodlick (VEC-Fishersville), Rick Slusher (VEC-Northern Region), David Silcox (VEC – Harrisonburg), Dale Moyer (Intern, DARS), Clay Stein (Valley Workforce Centers), Melanie Blosser (Valley Workforce Center), Kerry Krause (WWRC), Anna Teter (Valley Workforce Center), Gerry Galloway (VET Team), Mike Thelk (DBVI) and Nick Dashnaw (SHINE).

**Staff attending the meeting included** Sharon Johnson, Loretta Snow, Debbie Berry, Susan Schoenthaler, and Debby Hopkins.

***Review of Prior Meeting Minutes***

Meeting minutes were reviewed.



**Motion was made to approve the prior Meeting Minutes: John Albert made the motion, with John Downey, seconding. The motion passed.**

## **SVWIB Operations**

### ***Valley Workforce Centers Update – Clay Stein***

Clay Stein reported that all five workforce centers are fully operational. He reviewed the dashboard report found on page 10 of the packet. He pointed out that there are 103 new enrollments since July 1. Placements are lagging behind and figures do not cover people in follow-up. Numbers for Buena Vista are low as they just began operations. Should see increase next month's figures.

Clay noted the dashboard report is a work in process. They can add or delete information as requested by the board, especially if the Board would like to see information that is not currently displayed.

Clay reviewed the August 2014 WIA and Program narrative report next.

Comments from the board:

Brian Brown sent a "cheers" to the VET Team and Valley Workforce Center – Buena Vista for putting together a recent program for his area.

Linda Hershey questioned how the organization was doing outreach? Melanie Blosser noted that they are contacting employers and partners regarding the center services offered. It's an awareness building process. For the most part there is no set format. They are using PowerPoint presentations and informal outreach methods. They are devising methods that suit the area as well as the employers and partners. Clay Stein noted that in Winchester they are working with Our Health organization who invited them to meetings and have provided introductions to partners on campus. Our Health is involved and contacts are growing thanks to their involvement.

Paul McFarland noted three things that we are seeing with new efforts: 1) excellence in training, 2) performance reporting in the form of the dashboard and narrative reports, and 3) Workforce Centers fully staffed which haven't been for a while.

### ***WIA Year End Performance Update – Sharon Johnson***

Sharon Johnson reported that there are no yearend numbers from the state yet. She did get a peek and it looks like we met all measurements except for CRC Attainments. At our last meeting the requirements were at 18% and we were at 12%. We started working with a new service provider and they currently are averaging 36% attainment in their other WIB service



areas. The requirement for this year is 24%. It was noted that we are exceeding all other measurements except one in the area of youth which we met. A question was asked about the outcome of the report and Sharon noted that we will probably be asked to submit a performance improvement plan and give a report each quarter. We also will probably not be eligible for available incentive awards.

### ***Policies and Procedures – Sharon Johnson***

Sharon Johnson directed everyone's attention to the proposed Incentive Policy found on pages 17 – 20. Our current process for developing and approving policies begins with a review of what other Virginia WIBs have developed, a review of state and federal requirements, then drafting the policy with staff input. We also get input from the service provider. The board committee then reviews (current members: Jeanian Clark and Brian Brown). Brian Brown noted that the Incentive Policy was unanimously recommended and it is developed out of a need to improve the youth program. Goodwill reviewed the policy and Mary Ann Gilmer explained where the incentive is coming into play in connection to completing career readiness certificates (CRCs). Sherry Pinto explained what the career certificate is. Jeff Staple noted that from the employer perspective the certificate is used as an aid in screening candidates using set job skills. Joh Downey explained the use of job profiles and job skills in connection to the career certificate.

Carrol Comstock questioned what would be the next step for the employee obtaining this certificate. Mary Ann Gilmer explained their process of educating the employee in using the certificates in their job search.

Don Mutersbaugh asked where the money to pay for the incentives was coming from. Loretta explained that the service provider has a budget line item that covers these incentives.

**Motion was made by Brian Brown to accept the Incentive Policy, with Don Mutersbaugh seconding the motion. It passed unanimously.**

### ***Training Provider Decision Brief***

Jeff Stapel reviewed the Decision Brief for Recertification of Training Providers that included, Blue Ridge Community college, Valley Career and Technical Center, and Harkin-Reidar.

**Motion was made by Brian Brown to approve recertification requests for Providers of Training Services for training referrals under the Workforce Investment Act (WIA) for Blue Ridge Community College, Valley Career & Technical Center, and Harkin-Reidar and to approve request from American National University to add the program, Medical Office Professional (diploma). Don Mutersbaugh seconded the motion. Motion passed with John Downey abstaining from the vote.**



## **Workforce Initiatives**

### ***Valley On-The- Job Training – Debby Hopkins***

Debby Hopkins gave a brief description of the program then reviewed a report that she handed out. She noted that with new staff, they have been not only learning the grant requirements but have picked up new employers as well as increasing the number of employer OJT contracts. There is a lot of different types of outreach planned. They have placed 376 contracts since the program began.

Sharon Johnson noted the report information found on page 24 of the packet showing how many contracts with both the H-1B and the new dislocated worker NEG grants. She also reviewed the breakdown of the OJT contracts shared with our partners in the grant on page 23.

Linda Hershey discussed involvement with a round table to be held soon.

John Downey questioned how much of the grant has been used. Loretta Snow indicated that 2.7 million of the 5 million has been used. Sharon Johnson noted that we are currently writing modification to help move the money around to provide better use of the funds.

Debby noted that this grant has been extremely good for small businesses. They are working with applicants to identify the advantages an employer can gain from hiring a participant. Debby recognized Andrew Breeding from Tenneco, a successful employer participant in the program.

### ***Business Services Update – Sharon Johnson***

Sharon Johnson pointed out pages 25 – 28, a Virginia Workforce Letter (VWL) received that identified Business Services requirements for local Workforce Investment areas. She stated we must comply with this direction. It is aligned with our goals and strategic plan. We are aligning ourselves with both the state and WIOA requirements. She stressed the requirements on page 26 noting that DOL required a 'secret shopper' evaluation for Virginia and our region was one of the WIBs evaluated. The SVWIB through the VEC One Stop Center scored a very low rating. Later there was a local 'secret shopper' evaluation that mirrored the DOL evaluation to check for improvements and no improvements were identified. Page 28 of the packet shows the standards and how several local Workforce Investment Areas scored. The Regional Business Services Advisory Council has been established to address the state and federal requirements for working with businesses. The group decided a facilitated session was the best method, inviting all partners. This is in the scheduling process now. These steps address issues on the VWL as Virginia requirements. We also are addressing outreach through development of web site and development of business services logo.



Don Mutersbaugh asked if we have access to the standards on the 'secret shopper' evaluation. Sharon indicated that this VWL is addressing those standards.

Linda Hershey asked if the Board is discussing these findings.

John Downey asked if this was under the previous contractor. Sharon indicated it was under an earlier contractor and many of our recent changes are resulting from those findings.

It was noted that Economic Developers need to be involved and Sharon indicated we are working with area Economic Developers. Another board member stated that it will be tough getting businesses involved as they do not want to work through intermediaries.

Jeff Stapel closed the discussion noting that when looking at 2010-2011 plan, we were moving to a business services alignment and the VWL is consistent with our goals.

### ***Incumbent Worker Initiative Update***

First Draft has been developed and is under review by staff. In the budget, funding for incumbent worker can support at 50% of the cost. The draft outlines restrictions. In the current budget, \$100,000 is budgeted for incumbent worker training.

John Downey, JoLee Loveland-Link, and Meredith Downey volunteered for the committee, which already includes Jeanian Clark and Brian Brown.

### ***Workforce Innovation and Opportunity Act (WIOA) – Sharon Johnson***

Jeff Stapel noted that as a board we must be aware that this act was passed and implementation begins July 2015. The main themes cover regional collaboration, employer business demand driven, and credentials and work-based learning.

Sharon Johnson pointed out the information found on pages 29 – 31. This will replace the act from 1998. The highlights include: states developing a single unified plan with programs; core programs measure effectiveness with employers; alignment of the Workforce Investment areas; states establish criteria to certify the One Stops. Our comprehensive center did not pass the certification. Many changes we are making will prepare us to meet the requirements. We had requested to have an extension which was denied, but were told they would review our site again during the next scheduled state certification review. It was noted that we need to provide 75% of youth funds to out-of-school youth instead of the 30% rate under the old act. We plan to add a registered apprenticeship representative to the board membership.

State of Virginia hasn't had any meetings with local Workforce investment Boards yet. Sharon is in process of scheduling a local meeting for Board members and the Local Elected Officials Consortium for a local-state dialogue with George Taratsus and Elizabeth Creamer to discuss WIOA and Executive Order 23.



### ***Executive Order 23 (EO23): Virginia Economy Workforce Initiative – Sharon Johnson***

Sharon Johnson reviewed the Executive Order 23, information found on page 92 of the packet. She indicated that item #2 of the memorandum pertains to what WIB's at local level must do. The main direction moves to increase the number of credentials in the next three years.

John Downey indicated that they are looking at tripling the numbers. He questioned if we had access to information from other organizations. There needs to be clarification on what is being counted. Ensuing discussion questioned if there was overlapping in the counting between the organizations. It was noted that most of the credentialing in our area is connected with the CDL, nursing and OSHA areas.

Don Mutersbaugh questioned if the Chmura report had data that could be used. Sharon said that it can be cross referenced. The Chmura report covered manufacturing area and it was pointed out that the information can be used to report what areas are needing credentialing.

### ***WIOA and EO 23 Information Session – Sharon Johnson***

Discussion was covered on this subject earlier in the meeting. Plans are in process of scheduling an information session.

### ***Branding Update – Sharon Johnson***

Sharon indicated that the website landing page is up and operating ([www.valleyworkforce.com](http://www.valleyworkforce.com)). This project includes development of logo design and outreach material.

It was announced that the WIB Staff will be moving from current location to the ICE House. Included at this location are other partners such as Shenandoah Valley Technology Council, Shenandoah Valley Partnership, and JMU Outreach &Engagement. The Valley Workforce center will remain at 160 N. Mason Street as this is an ideal situation to develop a non-profit campus as the location has various partners in the vicinity.

## **Committee Reports**

### ***Finance Committee***

#### ***ResCare Closeout***

Paul McFarland reported on the ResCare Closeout. \$18,453 was withheld on the final closeout due to disallowed costs. Disallowed costs include tuition on ineligible participants, OJT costs for participants not enrolled and lack of backup on gas vouchers. The Auditor is not satisfied with the audit presented by ResCare, the audit standards are different for a for-profit industry versus a non-profit. Our auditor is looking closely at participant eligibility.



### *Board Audit*

The audit questionnaire went out to the board, but not all have been returned. We know some have been sent but not received. We are looking into the matter to create a new process that will prevent this from repeating next year. We are re-sending the audit letters for completion again and apologize to Board members for the inconvenience.

### *Financial Report*

Paul McFarland reviewed the financial report information found in the handout. Don Mutersbaugh questioned if there were any general requirements on the money we can forward each year. Loretta Snow indicated we can carry 20% of unobligated funds. Paul McFarland reminded the board that we budgeted for additional youth funds to be used this year in order to aid us in setting up for the change in Out-of-School Youth requirements. These are left over funds not expended by ResCare. This is a new budget item for the year.

### *Executive Committee*

Jeff Staple reported that the committee met to review the strategic plan with accomplishments over the last two years and to consider changes and additions to align with State and Federal changes and to position the organization to meet the requirements for Executive Order 23 and the new Workforce Innovation and Opportunity Act (WIOA).

## **Other Business**

### ***Conflict of Interest Forms – Jeff Stapel***

This matter was discussed earlier during the Financial Report.

### ***Meeting Dates – Information Session – Sharon Johnson***

There will be a meeting in October to discuss the WIOA and EO 23 requirements.

The next Board meeting will be held November 20.

The meeting was adjourned as there was no public input and no new business.

**The next meeting Date and Time: November 20, 2014, 9:00-11:00 a.m.**  
**Meeting location: Blue Ridge Community College, P126A, Weyers Cave, VA.**



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*September 2014 WIA and Program Report*

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## **CENTER OPERATIONS**

We have completed our first quarter of operation in PY 2015. September saw a 49% increase in visitor traffic over August's attendance – there were 705 visitors in all five centers. Classes are now being held in Staunton, Winchester and Harrisonburg, with personalized help provided to career seekers in Luray/Page County and Rockbridge.

The Center Manager has been a participant in the Harrisonburg/Rockingham Re-Entry Council, and has been asked to serve on the post-release committee.

The Center, in conjunction with the Department of Aging and Rehabilitative Services and the Page County Office of Economic Development, has been planning a hiring event and business exposition that will be held on October 28. Speakers will present relevant topics, including how to get a job in the information technology field and how to get a top secret security clearance.

## **PRESENTATIONS**

Valley Workforce Center information presentations in September included the following organizations:

- HubZone businesses in Luray/Page County
- Bridgewater College Business Expo
- Shenandoah Valley Partnership
- Healthy Community Council
- Massanutten Technical Center
- Harrisonburg Re-Entry Council
- Lord Fairfax Community College
- DARS Harrisonburg Staff.

Twenty presentations have been held in the first quarter of the program year.

## **CLASSES**

Classes conducted in September include:

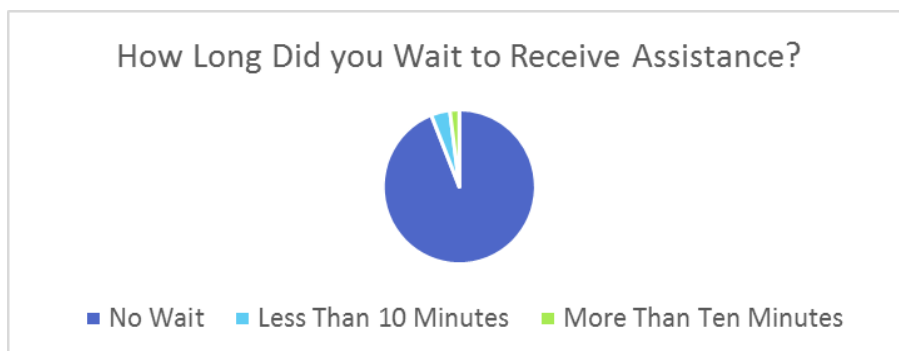
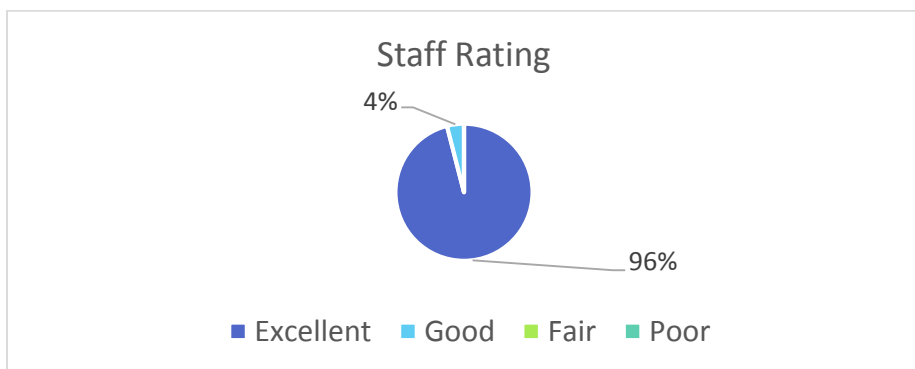
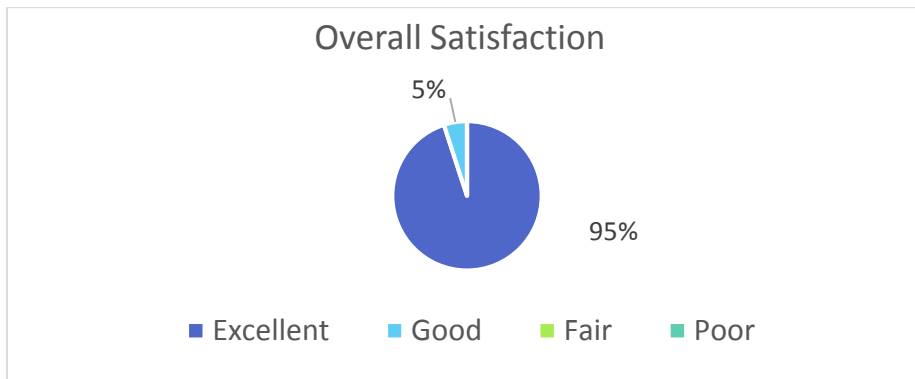
- Center orientation
- Resume writing



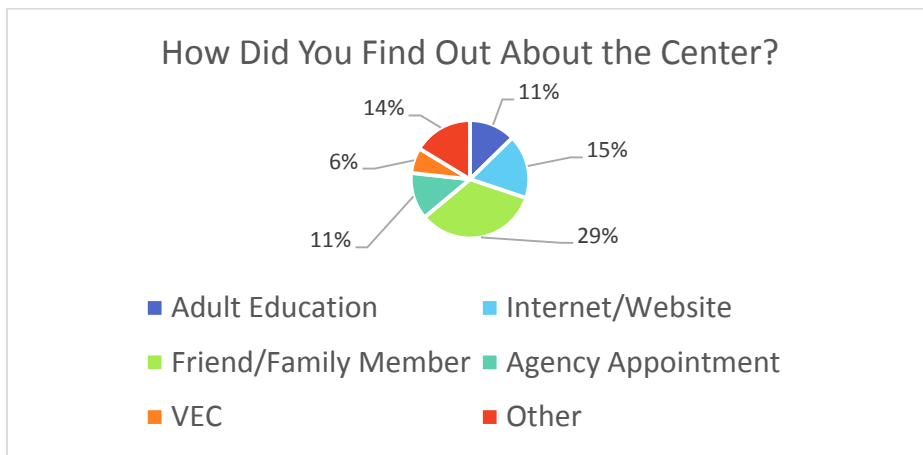
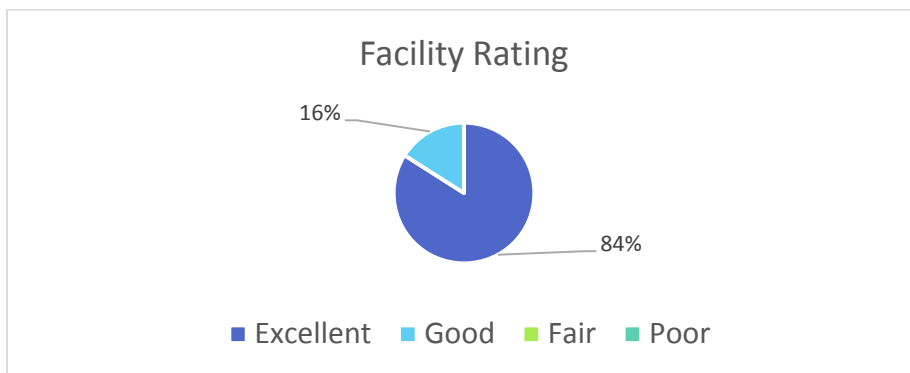
- WIA orientation
- Email and phone etiquette
- Interviewing basics
- Networking
- Advanced interviewing.

## CUSTOMER SATISFACTION

Customer satisfaction surveys are now in use at all locations. Results from the September Customer Satisfaction Survey:







**Selected customer comments for September:**

- Very helpful – excellent.
- She was the best.
- Supportive in her approach to my situation.
- Always willing to assist.
- Great services.
- They were very helpful – very kind ladies.
- Everyone here is very nice and helpful.
- My experience with (staff member) is the complete opposite of Valley Workforce of Winchester previously.

**WIA SUMMARY**

The Workforce Investment Act program enrolled 28 new participants in September, totaling 126 new enrollments for the 2015 program year. The average wage at placement for Adults is \$10.76/hour; Dislocated Workers, \$11.42/hour and Youth, \$7.70/hour. We now have 294 active clients in the five centers.



<b>Active Clients by Workforce Center Locality</b>						
<b>Program</b>	<b>Buena Vista</b>	<b>Harrisonburg</b>	<b>Staunton</b>	<b>Luray</b>	<b>Winchester</b>	<b>Total</b>
Adult	9	45	38	10	32	<b>134</b>
Dislocated Worker	9	26	29	5	30	<b>99</b>
Youth	5	12	29	2	13	<b>61</b>
<b>Total</b>	<b>23</b>	<b>83</b>	<b>96</b>	<b>17</b>	<b>75</b>	<b>294</b>

<b>Training Programs</b>			
<b>Field of Study</b>	<b>Adult</b>	<b>Dislocated Worker</b>	<b>Youth</b>
<b>OFFICE ADMINISTRATION/TECHNOLOGY</b>			
Information Technology	1	3	
<b>MEDICAL FIELD</b>			
Certified Nursing Assistant	14	1	
Dental Assistant	3		
Fitness Trainer and Aerobics Instructor	1		
Health Information Management	1		
Licensed Practical Nursing	16		
Medical Administrative Assistant	4	3	
Medical and Clinical Lab Technician	1		
Medical Assistant	4		1
Massage Therapists	1		
Phlebotomy		2	
Pharmacy Technician	2	2	
Veterinary Assistant	1		
<b>HUMAN SERVICES</b>			
Criminal Justice		2	
Liberal Arts		1	
<b>TRADE SKILLS</b>			
Pet Groomer		1	
CDL/Heavy Equipment	8	7	
Architectural Drafting		1	
Designer	1		
HVAC		1	
Machinist			1
Real Estate Sales Agent	1		
Welding	6		
<b>TOTAL</b>	<b>65</b>	<b>24</b>	<b>2</b>



<b>Adult Education</b>			
English as Second Language	0	1	0
G.E.D.	1	0	1
CRC		1	
Tutoring	0	0	3
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>4</b>

<b>Training/Education Providers</b>			
<b>Name</b>	<b>Adult</b>	<b>Dislocated Worker</b>	<b>Youth</b>
Blue Ridge Community College	16	5	
Lord Fairfax Community College	7	2	1
Dabney S. Lancaster Community College	2	2	
Massanutten Technical Center	19	0	1
Valley Career and Technical Center	9	2	
Page County Technical Center	4	1	
CDS Tractor Trailer Training		1	
Rappahannock Regional Criminal Justice Academy		1	
Fast Track Heath Care Education		1	
Road Pro Commercial Truck Training Inc.	2	4	
Other Approved Provider	7	7	4
<b>TOTAL</b>	<b>66</b>	<b>26</b>	<b>6</b>

Upcoming events in October include a job fair in Luray/Page, the implementation of the common intake system and a meeting with the Northern Region Rapid Response Coordinator.

Respectfully submitted,

*Elizabeth Bouldin-Clopton*  
Centers Manager



# Valley Workforce Center

September 2014

21 days of operation

## WIA PROGRAM INFORMATION

WIA Clients Program YTD	Adult	Dislocated Worker	Youth	Totals
Carryover Clients	119	92	55	266
New Enrollments September 2014	15	7	6	28
Current Clients	134	99	61	294
Exits	9	7	4	
Total Participants September 30, 2014	124	92	57	273
Entered Employment	3	5	2	10
Placement Rate	33%	71%	66%	
Average Wage at Placement	\$10.76	\$11.42	\$7.70	
Other Exit	5	2	1	8
Exited Exclusion from Performance	1	0	0	1
Credential or Literacy/Numeracy Gains	0	1	0	1

TRAFFIC	MONTH	YTD
Northern New	90	326
Northern Returning	195	260
Central New	105	433
Central Returning	187	348
Southern New	32	64
Southern Returning	83	83
Classes (not included in above)	13	60
Total Traffic	705	1,574
Last Year Same Month	N/A	
Monthly Avg YTD	3 months	525
Daily Avg - Month and YTD	24	20

REFERRALS		
RESOURCE ROOM	68.8%	485
WIA/SCSEP	55.5%	391
MTC/VCTC	6.7%	47
DRS/DEI	4.8%	34
DSS	4.1%	29
ADULT ED/GED	2.4%	17
COMMUNITY COLLEGE	4.0%	28
VETERAN'S SERVICES	2.2%	17
TELAMON	1.3%	23
ESOL	1.0%	19
OTHER	5.1%	4
Total Referrals from front desk		1,094

RESIDENCY	
<p>A pie chart showing the distribution of clients by region. The Northern Region accounts for 41.2% (blue), the Central Region for 50.6% (red), and the Southern Region for 6.6% (green).</p>	
<b>NORTHERN REGION</b>	41.2%
Clarke, Frederick, Page, Shenandoah, Warren and Winchester	
<b>CENTRAL REGION</b>	50.6%
Augusta, Harrisonburg, Highland, Rockingham, Staunton, Waynesboro	
<b>SOUTHERN REGION</b>	6.6%
Bath, Buena Vista, Lexington, Rockbridge	

UNEMPLOYMENT RATE			
	Current - August 2014	August 2013	Percent Change
LWIA IV	5.6%	5.5%	0.1%
VIRGINIA	5.7%	5.6%	0.1%
US	6.3%	7.3%	-1.0%
AUGUSTA	5.0%	5.0%	0.0%
BATH	4.3%	4.5%	-0.2%
BUENA VISTA	6.3%	6.3%	0.0%
CLARKE	4.8%	4.2%	0.6%
FREDERICK	5.1%	5.1%	0.0%
HARRISONBURG	6.2%	6.4%	-0.2%
HIGHLAND	6.1%	5.5%	0.6%
LEXINGTON	9.8%	9.9%	-0.1%
PAGE	8.0%	8.4%	-0.4%
ROCKBRIDGE	5.6%	5.5%	0.1%
ROCKINGHAM	5.1%	4.9%	0.2%
SHENANDOAH	6.1%	5.7%	0.4%
STAUNTON	5.8%	5.5%	0.3%
WARREN	6.0%	5.5%	0.5%
WAYNESBORO	5.8%	6.2%	-0.4%
WINCHESTER	5.3%	7.8%	-2.5%





## **Shenandoah Valley Workforce Investment Board**

### **DECISION BRIEF**

#### **Incumbent Worker Training**

November 20, 2014 Meeting

**Date:** November 20, 2014

#### **Reference:**

Section 134 of the WIA and 665.200-220 of the Final Regulations allows the SVWIB to implement Incumbent Worker Training (IWT) by using up to 20% of each year's base dislocated worker formula allocation to provide skills enhancement and training for incumbent workers as a part of a broad layoff aversion strategy.

Incumbent worker training is viewed as a business service, with the following Dislocated Worker (DW) performance standards applying:

- 1-DW Employment Retention Rate
- 2-DW Average Earnings

SVWIB seeks board support for the Incumbent Worker Policy.

#### **Purpose:**

The SVWIB intends to ensure that workforce development services for the existing workforce are effectively coordinated and that prospective strategies are developed for rapid access to employer resources necessary for the aversion of possible employee layoffs, through available State and Local resources, to offer the earliest possible intervention. Through this effort, SVWIB will assist participating employers to increase the capacity and productivity of their current workforces, in order to enhance the employer's potential for company stability and growth, with the primary goal of avoiding the layoff of employees. A layoff is considered to be averted when: (1) a worker's job is saved with an existing employer; or, (2) a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no or minimal period of unemployment. A key consideration in the aversion of a layoff is the identification of existing employees that without the provision of new training and education would result in a layoff. These include skill changes required by external economic or market forces; significant changes in technology or operating processes; rapidly changing industry or occupational job requirements; or, the emergence of new products, as the result of a change in the employer's business model.

#### **Background:**

SVWIB staff has researched incumbent worker policies from other Virginia WIBs to benchmark our own process. The new policy seeks to insure that employers can provide



documentation on the potential for layoffs and a plan to avert those layoffs. The Policy outlines eligibility for businesses and incumbent workers, and includes indicators and considerations that businesses may use to justify the use of local funding for incumbent worker training. The policy also lists allowable training providers, training types and costs, as well as activities not allowable for reimbursement.

The procedure for businesses to avail themselves of incumbent worker training are outlined in the policy and include completion of a pre-award checklist/application, the businesses' documentation of the source of matching funds, and an agreement for signature that outlines the training activities to be conducted, the duration of the training, and any cost limitations. Businesses also agree to provide follow-up information on participants for SVWIB performance reporting.

SVWIB has been approached by both local and corporate Sentara to work with them on a program similar to the incumbent worker training program offered to Sentara by Opportunity, Inc. (Area XVI). The Sentara partnership is a perfect opportunity to use incumbent worker funds, since Sentara, by contract, requires their RN's to begin a BSN program by year 2 of their employment, and finish the BSN by year 5 of their employment, or face possible job loss. Opportunity Inc. has shared their complete information and forms with us for the program they are successfully using with Sentara.

### **Issues:**

Incumbent worker training was very popular in the past; however, current criteria to access the funding is more stringent and will make the funds harder to access. Another issue with incumbent worker training includes the ability of businesses to show layoff aversion.

### **Recommendations:**

The Incumbent Worker Training Committee has thoroughly reviewed the proposed policy and will make a recommendation to the Board.

### **Action Suggested:**

A motion for the Board to vote on the Incumbent Worker Policy.

**Effective Date:** November 20, 2014





**Shenandoah Valley Workforce Investment Board**  
**Eligible Training Provider**  
**DECISION BRIEF**

November 20, 2014

**Date:** November 20, 2014

**Reference:** Once it has been determined that a WIA client is in need of training in order to secure full-time employment and has the ability to successfully participate and complete training and work in the occupation for which he or she is seeking training, the one-stop center case manager may provide the client with a list of Workforce Investment Board-approved "Eligible Training Providers". Training vendors wishing to be certified as Eligible Training Providers may submit an application to the Board. Applications are examined for completeness and accuracy by Board staff and acted upon at the next regularly-scheduled Board meeting. Eligible Training Providers are subject to annual recertification by the Board.

**Purpose:** The staff has received requests for recertification from Eastern Mennonite University (Harrisonburg), James Madison University (Harrisonburg), Lord Fairfax Community College (Middletown), Massanutten Technical Center (Harrisonburg), Road Pro Commercial (Front Royal), TriMech Solutions (Glen Allen), and Woodrow Wilson Rehabilitation Center (Fishersville). James Madison University also requested the addition of a program to their curriculum, New Medical Administrative Assistance with Electronic Health Record (EHR).

**Background:** Currently the Board has nineteen active Eligible Training Providers.

**Issues:** There are no issues with currently approved trainers. Details are present at today's meeting and available for any WIB member's perusal (see Ms. Schoenthaler).

**Status:** SVWIB Staff has reviewed the recertification training provider packets received for completeness. The Board may now consider the applications for recertification for training referrals under the Workforce Investment Act.

**Action Suggested:** A motion for the Board to approve or not approve the recertification applications for Providers of Training Services for training referrals under the Workforce Investment Act (WIA) for Eastern Mennonite University, James Madison University, Lord Fairfax Community College, Massanutten Technical Center, Road Pro Commercial, TriMech Solutions, and Woodrow Wilson Rehabilitation Center and also to approve the request from James Madison University to add the program to its approved listing and adding them to the Approved WIA Certified Training Providers list for Area IV.

**Effective Date:** Effective with Board approval on November 20, 2014.





## Board Report November 2014

### Department of Labor H-1B Grant – April 2012-March 2016

Number of Trainees placed in OJT Contracts:	391 vs 310 Goal +25%
Number of Trainees completing OJT:	231 vs 222 Goal +4%
Average Wage of OJT Trainee:	\$14.30
Wages paid to Employers through 9/30/2014	\$1,589,572
Number of Employers served with OJT	66

#### Number of OJT by Economic Locality:

Augusta County	62
Buena Vista	32
Frederick County	51
Harrisonburg City	68
Rockbridge County	7
Rockingham County	8
Shenandoah County	1
Staunton City	7
Warren County	4
Waynesboro City	4
Winchester City	68
Other WIBs	65

### National Emergency Grant-Dislocated Workers 7/2014-6/2015

Number of Trainees placed in OJT Contracts:	21 vs 29 Goal
Number of Employers with NEG-DW Trainees:	12



**Shenandoah Valley Business Services Team (BST)**  
**Working Session**  
**November 13, 2014**  
**1:00 – 4:00 pm**  
**Virginia Department of Transportation (VDOT)**  
**3536 North Valley Pike**  
**Harrisonburg, VA**

**Meeting Objectives**

1. Briefly review two examples of Ad Hoc Response Team's successes.
2. Revise/affirm proposed Vision statement.
3. Revise/affirm proposed Mission statement.
4. Revise/affirm Guiding Principles.
5. Create shared understanding of how the Business Services Team would operate in Area IV.
6. Assess the proposed Metrics. Revise/affirm.
  - a. What is currently being collected by each partner?
  - b. How can we help one another meet our individual metrics?
  - c. How can each agency contribute to the overall metrics?
7. Review Services Provided to Businesses. Revise/affirm.
8. Create a shared vision of what success will look like for the BST.
9. Identify next steps to be taken and when.

**Agenda**

1:00 – 1:15	Overview. Sharon Johnson
1:15 – 2:30	Vision, Mission, Guiding Principles
2:30 – 3:30	The BST functional model: How will the BST work? Discussion
3:30 – 4:15	Metrics and Services Provided to Businesses
4:15 – 4:45	If Area IV becomes the model for all other Workforce Areas, what are we doing differently?
4:45 – 5:00	What should our next steps be?



**Business Services Team**  
**Outcomes of 11/13/2014 Business Services Team Meeting**

**Vision:** Fostering regional economic prosperity through collaborative efforts to achieve workforce excellence.

**Mission:** The Business Services Team is responsible for integrating and delivering services to ensure a highly skilled workforce for sustainable economic growth.

**Guiding Principles:**

1. Our primary customers are businesses.
2. We use an integrated service-delivery model with no wrong point-of-entry.
3. Our team supports the work of economic developers as they work to recruit and retain businesses to our jurisdiction's localities.
4. Working in collaboration, we will continue to grow our region's economy.
5. Our work promotes diversity.
6. Our efforts create an evolving workforce capable of meeting business needs.

**Next Steps in Preparation for Next Meeting:**

1. Sharon Johnson will work with an *ad hoc* committee to create a team-internal document that summarizes/highlights services for businesses available through participating partner agencies. The document will be distributed to BST members for review and feedback. From that document, a marketing piece will be developed for all partners to share with businesses as appropriate. The initial goal is to educate, concisely, the BST members to what services are possible for our businesses. Once educated to the services, all members will be advocated for the Business Services Team as appropriate.
2. SVWIB will reach out to BST members to learn what metrics each is reporting on and to whom those reports are given. The BST will review, when appropriate, what metrics should be collected to represent the work of the BST to the Commonwealth.
3. SVWIB will explore possible data collection technologies that would be shared by all members of the BST for contact and data updates. Data collection must be done to ensure confidentiality and with the requirements of FOIA in mind.
4. The BST will (after identifying services, products, available funding streams, and its own process) consider ways to drive relevant information on services to small businesses throughout the region.





### Agenda Item Details

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Meeting	Nov 10, 2014 - Virginia Board of Workforce Development
Category	7. WIA COMMITTEE
Subject	B. Executive Order 23: Summary of Local WIB Reports & Goals
Type	Action (Consent), Discussion

**TITLE:** Executive Order 23: Summary of Local WIB Reports and Goals

**BACKGROUND:** In accordance with **Executive Order 23, Establishing the New Virginia Economy Workforce Initiative**, Secretary of Commerce and Trade Maurice Jones called on LWIB Directors in correspondence entitled: *Strategic Workforce Initiative*, dated July 30, to provide specific deliverables to assist the Governor and the Board to better plan and take decisive action to make Virginia the leading state for attainment and reporting of workforce credentials. Each LWIB working with business and industry, local chambers of commerce and local community colleges, was asked to report on:

- a. The workforce credentials most in demand by employers in the WIB's region in priority order
- b. FY13 or the most currently available program year levels of workforce credential attainment through WIB programs or activities
- c. Annual numeric goal for each of the next three years for the number of participants receiving training and attaining a workforce credential
- d. A three year plan for increasing the percentage of WIA funds expended on workforce training that correlates with the workforce needs of regional employers. Such training may include occupational skills training, registered apprenticeships and on the job training, as well as other education and training models with proven outcomes in attainment rates of workforce credentials and jobs.

E.O. 23 set a goal of attaining 50,000 STEM-H credentials, licenses, apprenticeships, and associates degrees. LWIBs will identify barriers to credential attainment to meet the Governor's goal. Reports are to identify opportunities to take immediate action for changing state policies, funding or applying for federal waivers to increase credential rates.

**Workforce Credentials Most in Demand:**

From the summary spreadsheet, it is clear that the most prevalent credentials attained are *Other Occupational Skills Certificates*.

Workforce credentials in demand do vary from LWIA to LWIA, however here are the industries identified most often, in order, statewide:

- Healthcare (noted by all 15 LWIAs): RN, LPN, CNA, Personal Care Aide, CHHA, PANCE, MPA, Physical Therapist, National Ultrasound Registry, Certified Professional Coder, Certified Medical Reimbursement Specialist, Certified Professional in Healthcare Information &



- Management Systems, Certified Biomedical Equipment Tech, Dental Assistant Certification, Certified Orthodontic Assistant, CPR, ACLS, AED, Pharmacy Tech, etc.
- Commercial Driver's License: Tanker and Hazmat Endorsement, truck driving/fork lift operator
  - Advanced manufacturing: American Welding Society qualifications, Manufacturing Skills Institute Manufacturing Technician(MT1), Manufacturing Skills Standards Council Certified Production Tech, machinists, fabrication, maritime trade, electricians
  - Construction: carpentry, plumbing, NCCER, NATE Service Tech Specialty Certification
  - Professional/Business Services: Certified Six Sigma, Lean Certified, CAD design, Cisco Certifications
  - Information Technology, Call Centers: MOS, MCSE, IAT, ITIL
  - Top Secret Sensitive Compartmented Information (TS SCI)
  - Logistics, Transportation, Warehousing & Distribution
  - Accommodations, Food Safety, HACCP, Handler, GIAC Security Management Certification
  - Tourism/Customer Service
  - Retail
  - Automobile Mechanic: National Institute for Automotive Service Excellence, Industrial Maintenance
  - OSHA
  - Financial Services, Insurance: NMLS, FINRA Series 7, Series 6, CGFM)
  - Teaching/Education: teacher's license, degrees
  - Law Enforcement
  - Project Management
  - CPA
  - Cyber security

### **LWIA Identified Barriers for Increasing Workforce Credential Rates:**

1. Training costs are underestimated and include much more than simply tuition fees.
2. There are no "middle skill" credentials identified.
3. There is no credential awarded for On the Job Training (OJT).
4. Labor market information at VEC is not "real time".
5. Need more \$ for OJT match.
6. The Career Readiness Certificate (CRC) is not recognized and difficult in some LWIAs to promote to employers.
7. In areas of low unemployment, once the customer gains employment, they drop out of training and do not complete the credential.
8. Decreased WIA \$.
9. Virginia Workforce Connection cannot be accessed fully by all workforce partners.
10. Lack of formal postsecondary/industry recognized credential for mechatronic skills learned on the job by coal miners. There is no assessment capacity to translate that knowledge, skill and ability.
11. A mandated increase in training expenditure could translate to One Stop Center staff reductions and Center closures.

### **LWIA Recommended Strategies for Improving Credential Rates:**

1. Assist Dislocated Workers (DLW), e.g. coal miners, to convert OJT into formal credentials.
2. Provide short term training with industry testing.
3. Increase % of \$ to WIA Adult and DLW for direct services and training.
4. Pilot the co-enrollment of out of school youth to WIA Youth and Adult Services.



5. Align training with high growth sectors.
6. Collaborate, communicate, and convene with partners in the community.
7. Training contractors leverage other funds through partnerships.
8. Practice proper use of assessments in order for appropriate career path to be chosen and thus training funds not wasted.
9. Approve only trainers who will focus on demand sectors.
10. Capitalize on Center for Excellence designation by the Virginia Tobacco Commission, Southern Virginia Higher Education Center with a focus on welding and precision machinery trades.
11. Promote “grow your own job”: entrepreneurs.
12. Develop formal work plan between the local business and the job seeker.
13. Develop single repository of business customer contacts.
14. Apply for discretionary grants to supplement WIA \$.
15. Establish “mini- business center” equipped with computers, taxation resource information, business start-up materials.
16. Valley OJT
17. Target incumbent workers, long term unemployed, under employed, out of school youth.
18. Become grounded in career pathways model and sector strategies.
19. Implement PlugGEDIn Model of cohort, sector driven training, stackable credentials.
20. Increase Registered Apprenticeships. (Lord Fairfax = RA College Consortium)
21. Pursue alternate career pathways, organic approach to growing workers for manufacturing.
22. Use Help Wanted Analytics.
23. Build awareness campaign with employers to identify essential credentials.
24. Focus on Economic Development Announcements, group recruitments by new or expanding businesses.
25. Analyze training contractor spending on a quarterly basis and issue notices when training is not on track/lagging with industry demand.
26. Secure discount in training costs from private sector providers.
27. Move away from Individual Training Accounts (ITA) and convene larger classes at lower cost.
28. Renegotiate cost allocation plans with partners.
29. Cut state administrative costs.
30. Enhance career awareness and exploration activities and opportunities within the One Stop system whereby individuals are made aware of high demand occupations and corresponding career pathways.
31. Engage larger business and workforce development communities to sponsor job fairs, employer hiring events, workshops, panels and related presentations.
32. Pursue an active sector strategy which engages employers within sectors identified and gathers input to identify and address ongoing and evolving workforce development needs.

### **LWIA Recommended Policy for Driving Credential Rates:**

1. Implement the new federal law, WIOA and the corresponding regulations to enforce co-location of One Stop Center partners and equitable cost-sharing.
2. Count the CRC as a credential.
3. Count OJT placements as a credential.
4. Count business licenses obtained by participants who choose entrepreneurial training, as a credential.
5. Modify current methodology where a credential earned without training is not counted.
6. Include the following as a training-related expense:
  - a. Tuition for credit and non-credit courses



- b. OJT wage reimbursement
- c. Customized training contacts
- d. Incumbent worker training
- e. Apprenticeships
- f. Paid work experience and internships
- g. Prevocational skill development that generally prepares a customer for work
- h. Occupational bridge costs (academic & personal support services to help balance work, family and school responsibilities)
- i. License and exam fees related to training or credential
- j. Books, supplies, uniforms and equipment related to training
- k. Assessment tools
- l. Staff/coach counseling

**ACTION RECOMMENDED:** Review, discuss, offer recommendations to the Governor

**PREVIOUSLY REVIEWED BY:** Elizabeth Creamer

**RESOURCE PERSON:**

Name: Paula Dehetre

Title: VCCS, Workforce Development, Interim Administrator, WIA Programs

Contact: [pdehetre@vccs.edu](mailto:pdehetre@vccs.edu)

804-819-1687

[SOCT Credentials Data - Statewide Summary.pdf \(243 KB\)](#)

[SOCT Credentials Narrative LWIA 1.pdf \(100 KB\)](#)

[SOCT Credentials Narrative LWIA 2.pdf \(129 KB\)](#)

[SOCT Credentials Narrative LWIA 3.pdf \(677 KB\)](#)

[SOCT Credentials Narrative LWIA 4.pdf \(117 KB\)](#)

[SOCT Credential Narrative LWIA 6.pdf \(113 KB\)](#)

[SOCT Credentials Narrative LWIA 7.pdf \(27 KB\)](#)

[SOCT Credentials Narrative LWIA 8.pdf \(101 KB\)](#)

[SOCT Credentials Narrative LWIA 9.pdf \(189 KB\)](#)

[SOCT Credentials Narrative LWIA 11.pdf \(77 KB\)](#)

[SOCT Credentials Narrative LWIA 12.pdf \(159 KB\)](#)

[SOCT Credentials Narrative LWIA 13.pdf \(142 KB\)](#)

[SOCT Credentials Narrative LWIA 14.pdf \(179 KB\)](#)

[SOCT Credentials Narrative LWIA 15.pdf \(143 KB\)](#)

[SOCT Credentials Narrative LWIA 16.pdf \(201 KB\)](#)

[SOCT Credentials Narrative LWIA 17.pdf \(184 KB\)](#)

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all Board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*



Statewide Summary					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	144	139	167	181	211
Occupational Skills Licensure	327	255	325	380	447
Occupational Skills Certifications	2,144	2,079	2,158	2,287	2,410
Other Recognized Diploma, Degree, or Certificate	156	162	217	258	287
<b>Total</b>	<b>2,771</b>	<b>2,635</b>	<b>2,866</b>	<b>3,107</b>	<b>3,354</b>

LWIA #: One					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	11	17	22	26	35
Occupational Skills Licensure	15	17	23	30	40
Occupational Skills Certifications	63	163	170	180	190
Other Recognized Diploma, Degree, or Certificate	7	4	6	7	8
<b>Total</b>	<b>96</b>	<b>201</b>	<b>221</b>	<b>243</b>	<b>273</b>

LWIA #: Two					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	14	15	16	18	20
Occupational Skills Licensure	79	50	56	65	75
Occupational Skills Certifications	50	36	42	45	50
Other Recognized Diploma, Degree, or Certificate	21	13	8	10	11
<b>Total</b>	<b>164</b>	<b>114</b>	<b>122</b>	<b>138</b>	<b>156</b>

LWIA #: Three					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	18	9	13	15	18
Occupational Skills Licensure	7	7	14	16	18
Occupational Skills Certifications	45	71	50	55	60
Other Recognized Diploma, Degree, or Certificate	1	2	3	4	5
<b>Total</b>	<b>71</b>	<b>89</b>	<b>80</b>	<b>90</b>	<b>101</b>

LWIA #: Four					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	8	2	3	4	5
Occupational Skills Licensure	24	9	10	11	12
Occupational Skills Certifications	137	92	101	111	122
Other Recognized Diploma, Degree, or Certificate	15	7	8	9	10
<b>Total</b>	<b>184</b>	<b>110</b>	<b>122</b>	<b>135</b>	<b>149</b>

LWIA #: Six					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	7	2	5	5	5
Occupational Skills Licensure	23	17	30	40	50
Occupational Skills Certifications	69	121	140	150	160
Other Recognized Diploma, Degree, or Certificate	3	1	5	5	5
<b>Total</b>	<b>102</b>	<b>141</b>	<b>180</b>	<b>200</b>	<b>220</b>



LWIA #: Seven					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	0	2	2	2	3
Occupational Skills Licensure	15	5	15	17	19
Occupational Skills Certifications	44	34	40	45	50
Other Recognized Diploma, Degree, or Certificate	1	4	10	12	14
<b>Total</b>	<b>60</b>	<b>45</b>	<b>67</b>	<b>76</b>	<b>86</b>

LWIA #: Eight					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	24	34	30	20	20
Occupational Skills Licensure	8	9	10	15	20
Occupational Skills Certifications	99	81	85	90	95
Other Recognized Diploma, Degree, or Certificate	14	19	25	30	30
<b>Total</b>	<b>145</b>	<b>143</b>	<b>150</b>	<b>155</b>	<b>165</b>

LWIA #: Nine					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	6	11	12	15	20
Occupational Skills Licensure	9	16	25	30	45
Occupational Skills Certifications	140	85	100	120	140
Other Recognized Diploma, Degree, or Certificate	15	22	25	30	35
<b>Total</b>	<b>170</b>	<b>134</b>	<b>162</b>	<b>195</b>	<b>240</b>

LWIA #: Eleven					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	0	0	0	0	0
Occupational Skills Licensure	9	17	20	20	20
Occupational Skills Certifications	265	288	295	305	310
Other Recognized Diploma, Degree, or Certificate	6	20	20	20	20
<b>Total</b>	<b>280</b>	<b>325</b>	<b>335</b>	<b>345</b>	<b>350</b>

LWIA #: Twelve					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	0	0	0	0	0
Occupational Skills Licensure	6	3	0	0	0
Occupational Skills Certifications	139	150	160	167	173
Other Recognized Diploma, Degree, or Certificate	0	1	0	0	0
<b>Total</b>	<b>145</b>	<b>154</b>	<b>160</b>	<b>167</b>	<b>173</b>

LWIA #: Thirteen					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	13	9	14	15	16
Occupational Skills Licensure	70	41	43	45	47
Occupational Skills Certifications	195	122	128	134	140
Other Recognized Diploma, Degree, or Certificate					
<b>Total</b>	<b>278</b>	<b>172</b>	<b>185</b>	<b>194</b>	<b>203</b>

LWIA #: Fourteen					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)



AA or AS Diploma/Degree	1	3	3	6	8
Occupational Skills Licensure	33	37	47	50	54
Occupational Skills Certifications	174	227	217	219	221
Other Recognized Diploma, Degree, or Certificate	2	4	4	6	8
<b>Total</b>	<b>210</b>	<b>271</b>	<b>271</b>	<b>281</b>	<b>291</b>

<b>LWIA #: Fifteen</b>					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	10	6	7	7	8
Occupational Skills Licensure	11	6	7	7	8
Occupational Skills Certifications	176	168	185	203	224
Other Recognized Diploma, Degree, or Certificate	38	39	43	47	52
<b>Total</b>	<b>235</b>	<b>219</b>	<b>241</b>	<b>265</b>	<b>291</b>

<b>LWIA #: Sixteen</b>					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	9	26	30	33	35
Occupational Skills Licensure	9	9	10	11	12
Occupational Skills Certifications	470	413	420	425	430
Other Recognized Diploma, Degree, or Certificate	27	26	30	33	35
<b>Total</b>	<b>515</b>	<b>474</b>	<b>490</b>	<b>502</b>	<b>512</b>

<b>LWIA #: Seventeen</b>					
Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	23	3	10	15	18
Occupational Skills Licensure	9	12	15	23	27
Occupational Skills Certifications	78	28	25	38	45
Other Recognized Diploma, Degree, or Certificate	6	0	30	45	54
<b>Total</b>	<b>116</b>	<b>43</b>	<b>80</b>	<b>121</b>	<b>144</b>





**Shenandoah Valley Workforce Investment Board, Inc.  
Workforce Credential Strategic Workforce Initiative**

**Introduction**

The Shenandoah Valley Workforce Investment Board, Inc. (SVWIB) is a 501(c)3 organization and its own fiscal agent. The SVWIB serves 16 localities covering over 5,000 square miles. Localities include the counties of Augusta, Bath, Clarke, Frederick, Highland, Page, Rockbridge, Rockingham, Shenandoah, and Warren; and the cities of Winchester, Waynesboro, Staunton, Lexington, Harrisonburg, and Buena Vista.

**Workforce Credentials Most In Demand by Businesses**

1. Commercial Driver's License (CDL)  
Tanker and Hazmat Endorsement
2. Certified Registered Nurse (RN)
3. OSHA Certification
4. Licensed Practical Nurse (LPN)
5. Food Safety Programs (HACCP)  
ServSafe
6. Physical Therapist Certification
7. Certified Practical Nurse, Long-term Care (CPNL, LTC)
8. Certified Medical Assistant (CMA)
9. First Aid Certification
10. Certification in Cardiopulmonary Resuscitation (CPR)
11. Top Secret Sensitive Compartmented Information (TS SCI)
12. Advanced Cardiac Life Support (ACLS)
13. Certified in Nursing Administration (CNA)
14. Basic Life Support (BLS)
15. Automated External Defibrillator (AED)
16. Automotive Service Excellence (ASE)
17. Certified Nursing Assistant (CNA)
18. Speech and Language Pathologist (SLP)
19. State Insurance License
20. Certified in Long Term Care (LTC)
21. Health Insurance Portability and Accountability Act – (HIPPA)
22. Certified Occupational Therapy Assistant (OTA)
23. Certified Purchasing Manager (CPM)
24. Tanker and Hazmat Endorsement
25. Pharmacy Technician (PT)
26. Certified Public Accountant (CPA)
27. Certificate of Clinical Competence (CCC)
28. Emergency Medical System (EMS)



29. Emergency Medical Technician (EMT)
30. FINRA/NASD Series 6
31. Nationwide Mortgage Licensing System (NMLS)
32. Forklift Certification
33. Physical Therapy Assistant Certification (PTA)
34. Certified Personal Trainer (CPT)
35. EPA Standards (EPA)
  - Type 1 Certification (small appliances)
  - Type 2 Certification (high pressure)
  - Type 3 Certification (low pressure)
  - Type 4 Certification (universal)
36. Project Management Professional (PMP)
37. American Speech-Language Hearing Association (ASHA)
38. American Registry of Radiologic Technologist (ARRT)
39. FINRA Series 7
40. American Sign Language (ASL)
41. Pediatric Advanced Life Support (PALS)
42. Material Handling Equipment (MHE)
43. Esthetician and Cosmetology License (ECL)
44. American College of Sports Medicine (ACMS)
  - Health Fitness Certifications
  - Clinical Certifications
  - Specialty Fitness Certifications
45. Radiography
46. Teaching License
47. Welding Certification

### Levels of WIA Workforce Credentials Attainment and Goals

Type of Credential	Credentials Awarded		Credential Goals		
	PY 2012 (7/1/12 - 6/30/13)	PY 2013 (7/1/13 - 6/30/14)	PY 2014 (7/1/14 - 6/30/15)	PY 2015 (7/1/15 - 6/30/16)	PY 2016 (7/1/16 - 6/30/17)
AA or AS Diploma/Degree	8	2	3	4	5
BA or BS Diploma/Degree	1	0	0	0	0
Post Graduate Degree	0	0	0	0	0
Occupational Skills Licensure	24	9	10	11	12
Occupational Skills Certificate	137	92	101	111	122
Other Recognized Diploma, Degree, or Certificate	15	7	8	9	10
<b>TOTAL</b>	<b>185</b>	<b>110</b>	<b>122</b>	<b>135</b>	<b>149</b>



**Note:** The 41% decrease in credentials awarded between PY 2012 and PY 2013 is due to the first change in service providers (from seven local service providers to ResCare). There was a second change in service providers between PY 2013 and PY 2014 (from ResCare to Goodwill of the Valleys). During this time enrollments dropped over 50% and the type and quality of service delivery declined. Goodwill is working diligently to build enrollments, train new staff, and establish a quality service delivery system.

## **Strategies for Increasing Number of Credentials and Funds Expended on Workforce Training and Credentialing**

### **1. Service Provider and Community College Partners**

The SVWIB is working with Goodwill (service provider) and community colleges (LFCC, BRCC, DSLCC) to move more funds into training using a Plugged In model of cohort, sector-driven training, embedding stackable credentials with a clear career pathway. The sectors are focused on advanced manufacturing (welding, maintenance technician), healthcare (nursing, medical assistant, patient care technician, home health aide), and logistics and supply chain management (truck drivers, warehousing).

It is important to note that the real cost of training includes more than ITAs, OJT reimbursements, and registered apprenticeship instruction fees. The total cost of participant training leading to sustained employment includes the direct training provider cost, supportive services so they can get to and stay in training with as few distractions as possible, and career coaches/case managers to assess, schedule, organize, support and follow up through to successful completion of training. It is not uncommon that the supportive services cost are more than the training costs. To align with this reality of training cost, the SVWIB has adopted a 25% (operational costs), 35% (indirect client services costs), 40% (direct client services costs) budgeting model for WIA formula funds.

### **2. Grant Funds**

In the SVWIB region, the primary source of funds to pay for credential attainment, on-the-job training, incumbent worker training, and registered apprenticeships are through grant funding. Grant funds are used as the primary source of funding to support employers and meet employer needs. The SVWIB plans to continue to seek discretionary grant funds for workforce initiatives related to incumbent worker training, registered apprenticeships, on-the-job training, occupational skills training and other education and training models in support of businesses and to work with target workforce populations including incumbent workers, long term unemployed, underemployed, and out of school youth. All proposal initiatives are grounded in career pathways and sector strategies for targeted growth industries in our service region.

The SVWIB has been successful seeking grant funds and since 2010 has been awarded \$10,410,137 in discretionary grants. For example, the Shenandoah



Valley Energy Partnership (SVEP) was a \$4,951,991 workforce investment with an additional \$5,130,071 in regional partner leveraged in-kind resources to address workforce needs in 1) manufacturing of green technology and energy efficient processes 2) renewable energy for wind and solar photovoltaic/thermal, and 3) efficiency assessment and sustainable construction and retrofitting. The most successful training delivery was a fast track career training model. This accelerated model utilized modular instruction and hands-on training with embedded industry recognized, portable credentials. Employers were involved in every aspect of the development and delivery and hired graduates. Sector strategies, career pathways, credentialing, and expanded delivery techniques were coupled with aggressive recruitment, placement and job retention strategies, with wrap-around supportive services. This initiative served 1,164 participants, with **1,137 enrolled in education and training**, and **1,847 credentials awarded**. **These performance outcomes were never reported in any Virginia workforce reporting system** because discretionary grant funds were used and implementation and performance reporting requirements are different for discretionary grant funds and WIA formula funds. Discretionary grants are an opportunity to implement new initiatives which encourages and expects thinking, planning and implementation outside the traditional "WIA box."

### **3. On-the-job Training**

The SVWIB will continue to seek funding to support employers with on-the-job training initiatives. The Valley On-the-Job Training (OJT) workforce initiative targets occupations in health care and advanced manufacturing. This initiative offers OJT training, related supplemental training, and supportive services to long term unemployed, underemployed, dislocated, and unemployed workers. Valley OJT is a \$5,000,000 workforce investment with a projected \$2,150,000 leveraged in-kind regional contribution. Specific training activities related to the training strategy include three training approaches, with the primary strategy being on-the-job training through a customized participant training plan. The second type of training includes supplemental training, which may include classroom occupational training, contextualized learning, hybrid learning, and credential preparation through community colleges, technical centers, and/or eligible private sector training providers. This approach provides training as the foundation for sustained employment and includes education provider training prior to OJT and/or during OJT in support of employer provided training. The third training approach incorporates registered apprenticeship OJT and classroom instruction to support the required registered apprenticeship journeyman process. The three OJT strategies are supported by a wrap around, supportive services approach delivered through a partner team.

As of September 30, 2014, the SVWIB has **386 OJT contracts** with employers, of the participants who have completed their OJTs, **61 credentials or certificates** have been awarded. The training plan is developed by the employer in support of their specific needs. The SVWIB will work with employers to identify



credential gaps and incorporate funding and appropriate preparation into the training plans. The Valley OJT initiative is active until March 2016 without an extension and until March 2017 with a no cost extension. **Performance outcomes from this initiative are not reported in any Virginia workforce reporting system.**

The SVWIB will work with the service provider on strategies and goals to increase the number of OJT contracts and employer requested credentials. In PY 2012, \$2,849 or .16% of allocated service provider funds were spent on OJT reimbursements. In PY 2013, \$11,780 or .66% of allocated service provider funds were spent on OJT reimbursements. This is compared to **\$1,919,843 employer reimbursements** expended by SVWIB staff for the Valley OJT initiative for the same timeframe.

#### **4. Registered Apprenticeships**

The SVWIB intends to build its support for Registered Apprenticeship Journeyman and other related credentials. Registered apprenticeship is alive and well in the SVWIB service region, and efforts to expand the apprenticeship model are yielding tangible results. The number of active apprenticeships in the Shenandoah Valley has increased by 140% since 2003. Between 2003 and 2012, the number of completed apprenticeships in the Valley grew by 46%, with employer sponsors in Augusta County increasing the annual number of active apprenticeships by 339%, the City of Staunton by 328% and the City of Harrisonburg by 203%. Of the 1,009 individuals who completed programs over this period, 32% were in programs aligned with production occupations; 25% in installation, maintenance, and repair occupations; and 15% in personal care and service occupations.

Employers have embraced and supported registered apprenticeship as a means to develop skills in the workplace. That is evident by the increase in the number of employer sponsors. The annual number of employer sponsors of registered apprenticeship in the Valley has grown by 56% between 2003 and 2013. Over the past ten years there have been 359 different employers in the Shenandoah Valley who have served as sponsors and supported registered apprenticeship programs for 37 different occupations.

A study by Chmura Economics & Analytics (2013) identified 162 demand occupations for the Valley, representing current employment of 40,879. These occupations are forecast to have ten-year total demand (replacement plus growth) of 19,365 jobs. Twenty-seven percent of the demand occupations have some alignment with a registered state or federal apprenticeship program. The total demand for these occupations over the next ten years is expected to be 5,313. Over the past ten years, registered apprenticeship programs have produced 149 credentialed individuals in these demand occupations.



For the remaining occupations not represented by an apprenticeship program, there are potential opportunities to extend the model. There are 118 occupations that have a combined 10-year total demand forecast of 14,052 jobs. Fifty percent of these jobs (29 occupations) typically require less than an associate's degree to obtain entry-level employment and could be appropriate targets for the apprenticeship model. Many of the remaining occupations could be appropriate targets with the right employer sponsor and training partner.

To enhance and support registered apprenticeship efforts, Lord Fairfax Community College (LFCC) has completed all requirements and been accepted as a member of the Registered Apprenticeship College Consortium (RACC). College members agree to provide credit for a registered apprenticeship completion certificate. At LFCC, 15 – 27 credits may be awarded for ARI instruction and 6 – 15 credits may be awarded for work based learning. A maximum of 42 credits may be awarded toward the 62 – 65 credits required for an Associate of Applied Science degree majoring in Technical Studies.

The SVWIB has a strong, collaborative partnership with the Virginia Department of Labor and Industry, Registered Apprenticeship, which makes these efforts and successful results possible. The SVWIB region has been able to support registered apprenticeship efforts through additional employer sponsors and apprenticeship completers because of funding through several regional grants including two Community Based Job Training Grants and the Shenandoah Valley Energy Partnership. The SVEP grant funded 351 registered apprentices and their employer sponsors, resulting in **215 credentials** and an expenditure of \$308,219 in RA instruction funds. **Performance outcomes from this initiative are not reported in any Virginia workforce reporting system.**

## **5. Incumbent Worker Training**

The SVWIB is in the process of developing an incumbent worker policy, process and related documents in accordance with VWL 02-04 and will use WIA formula funds, which will be tracked through the existing Virginia workforce system. The local process will promote employer and industry-recognized credentials, certificates, and licensures.

## **6. Alternative Career Pathways**

The SVWIB is looking for expanded and alternate ways to use career pathways in support of both employer and worker advancement. Employer identification of desired, industry recognized credentials which are stackable and part of a career pathway framework are a part of the alternative career pathway. The SVWIB is seeking to implement an alternative career pathways model to help the employers and the workers in manufacturing think about an organic approach to growing their workers for manufacturing high demand—high growth knowledge jobs. The tool will be used to develop a baseline analysis of the 'knowledge-intensive' manufacturing jobs based on industry forecasts that are adjusted to



reflect the economic development target markets in the Valley. The thinking about the alternative career pathways model assumes that manufacturing low skilled jobs will continue to consolidate into middle skilled jobs which are more STEM-intensive. These hybrid skills will lead to an eroding away of the classical low-skill worker in manufacturing. These trends are exacerbated by two givens: 1) productivity gains due to technology adoptions, and 2) continuous improvement strategies to reduce labor costs for cost leadership strategies. Overlay these trends with equipment replacements (generational in nature) and there is an argument that labor will continuously be on the downward spiral. An emphasis on robotics may replace many of the traditional production occupations leaving demand for jobs in the area of knowledge-based workers.

With that as a backdrop, the SVWIB is taking a new look at career pathways through a phased-career pathway that includes demand occupations that utilize the transferrable skills of the manufacturing adult workers and includes stackable credentials that lead to a high level industry recognized credential or a post-secondary degree. Much akin to military careers, manufacturers and employees can think about second-career pathways that are good 'fits' from previous occupations and into new careers. The career pathways model for the SVWIB will have the capacity to scale to consider alternative pathways for the jobs of the future for the workforce in the Valley. Alternative occupations help the SVWIB focus on business services by providing a wider inventory for potential new hires for expansions while the alternative career pathway helps WIA clients understand their next career choice from a perspective of alternative industries or alternative occupations that embody the current skills for the WIA client.

Document prepared by  
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## **Board Meeting Dates 2015**

Consider moving meeting date from 3<sup>rd</sup> Thursday to 2<sup>nd</sup> Thursday.

March 12, 2015

May 14, 2015

July 9, 2015

Sept. 10, 2015

Nov. 12, 2015

### **Location**

Va. Dept. of Transportation (VDOT)

3536 North Valley Pike

Harrisonburg, VA 22802

**Alternative Location to be determined for dates when VDOT is not available.**