



Board of Directors and Chief Elected Officials Consortium Meeting

**January 12, 2017
10:00 a.m. – 12:00 p.m.
Ice House
127 West Bruce Street (Room 117)
Harrisonburg, VA**

- **Call to Order**
 - a) Roll Call
 - b) Introduction of Guests
 - c) RFP Commission

Jeff Stapel
Joan Hollen
Jeff Stapel
Sharon Johnson
- **Consent Agenda**

Jeff Stapel

 - a) Prior Meeting Minutes (November 10, 2016)
 - b) Valley Workforce Centers Report
 - c) WIOA Dashboard Report
 - d) Finance Committee Report
November Financial Statements
- **SVWDB Workforce Initiatives**

Jeff Stapel
Debby Hopkins

 - a) V2V Advisory Council Meeting
 - b) American Apprenticeship Initiative (AAI) National Meeting
- **Local Plan**

Jeff Stapel
Fletcher Mangu
Camille Miller

 - a) State of the Workforce Report Results
 - b) Local Plan Update
- **Other Business**

Jeff Stapel
Sharon Johnson
Jeff Stapel
Jeff Stapel

 - a) Local Workforce Development Board Survey
 - b) Public Input (Rules and Guidelines attached)
 - c) Adjournment

Save the Date:

**Chief Elected Officials Review of Local Plan - January 24, 2017
Southern Valley 8:00 a.m. -10:00 a.m. (location TBD)
Northern Valley 2:00 p.m. – 4:00 p.m. (location TBD)**

**Next SVWDB Board Meeting: March 9, 2017, 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 SVWIB office the Monday prior to the Board meeting.

2016 Proposed Timeline for RFP Commission Activities

Date	Activity
2/14/17	Draft RFP sent to RFP Commission to prepare for meeting with staff to finalize RFP
2/22/17	RFP Commission meets to edit, revise RFP as prepared by staff
4/05/17	Submitted Proposals sent to RFP Commission to review
4/13/17	RFP Commission meets to discuss and select finalist(s)
4/25/17	Finalists interviewed by RFP Commission
4/27/17	RFP Commission recommends Contractor Selection to Executive Committee, CLEO Consortium and Finance Committee for Comments
5/11/17	Final Award approved by Board



**Shenandoah Valley Workforce Investment Board
Board of Directors and Chief Elected Officials Consortium Meeting
November 10, 2016, 10:00 a.m. – 12:00 p.m.**

The Shenandoah Valley Workforce Development Board and Chief Elected Officials Consortium held a joint business meeting on Thursday, November 10, 2016 at 127 W. Bruce Street, Harrisonburg, Virginia.

Call to Order

Jeff Stapel

The meeting was called to order at 10:04 a.m. Chair Stapel called the roll and introductions were made. A quorum was present. Chair Stapel opened the meeting by challenging the group to be revolutionary and actively participate in change for the future as we engage in today's strategic planning process. Consider what we can do as agents of change to impact workforce development. Due to the strategic planning scheduled for today, the meeting agenda has been modified from the regular meeting format.

Private Sector Members Present: Andrew Breeding, Corey Berkstresser, Janice Shanks, Jeff Stapel, Jo Lee Loveland Link, Jonah Windham, Linda Hershey, Mike Lowe, Samuel Insana, Steve Burnette

Public Sector Members Present: Amy Judd, Brian Brown, Sinclair Hubbard (for Cynthia Roberts), Gary Keener, Jackson Green, Jeanian Clark, John Downey, Julie Goodlick, Katy Parrish, Kevin Hutton, Marco Pineda, Patrick Barker

Chief Elected Officials Present: Amanda Glover, Claire Collins, Sam Crickenberger, Pablo Cuevas, Bradley Polk, Carolyn Dull, Terry Short, Jr.

Guests Present: Camille Miller, Terri Barticki, Faith Simmons, Jon Loveland Link, Melanie Blosser, Rick Slusher, Roger Mello, Clay Stein, Eric Fitzgerald

SVWDB Staff Present: Sharon Johnson, Debby Hopkins, Cathi Michie, Kevin Martin, Vanessa Robinson, Dana Armentrout, Joan Hollen

Minutes: Minutes of the May 12, 2016 and September 8, 2016 meetings were previously approved by the Executive Committee.

Consent Agenda:

Jeff Stapel

- a) Valley Workforce Centers Report
- b) WIOA Dashboard Report
- c) Finance Committee Report/September Financial Statements
- d) Future meeting dates

Chair Stapel presented the Consent Agenda and asked if there were any items on the Consent Agenda that needed to be removed. Hearing no objections to the Consent Agenda, motion by George Homan to approve the Consent Agenda as presented, second by John Downey. Motion carried.



SVWDB Workforce Initiatives:

Debby Hopkins

Debby Hopkins reviewed the Valley OJT Program report. A final push is underway to engage manufacturing and health care employers in the H-1B OJT Grant which has been extended to 3/31/17.

A career coach that will serve dislocated workers has been added at Blue Ridge College under the Job Driven Grant which is a sub award from VCCS. Staff has been working with Rapid Response to provide support to workers dislocated at HDT by holding job fairs.

The V2V Apprenticeship Advisory Council was convened. Debby reported that the American Apprenticeship Grant has surpassed the 25 apprentice enrollment goal for year one with 109 apprentices currently enrolled. The SVWDB had a technical assistance visit from the Department of Labor to meet with companies with apprentices and MT-1 certified employees. Staff is working to develop short videos to promote apprenticeship opportunities. Debbie introduced Faith Simmons with the Virginia Department of Labor and Industry. Faith is working with Todd Cook in the northern Valley to promote Registered Apprenticeship.

Local Strategic Plan Development

Camille Miller, facilitator for today's planning session, provided an overview of VWL 16-01, a prescriptive document requiring Virginia Workforce Development Boards to develop a local workforce plan that aligns with the Statewide Workforce Plan. The group was provided an opportunity to review plan requirements.

The Board and CEOs were asked to reflect on regional issues impacting workforce development and what being a board or consortium member means to them. Meeting participants were broken into three groups and each group was assigned a question for discussion of the Strengths, Weaknesses, Opportunities and Threats (SWOT) associated with each question.

The breakout groups reconvened and reviewed the SWOT analysis for each question giving meeting participants an opportunity to provide additional input on each question.

The SWOT Analysis is included as an attachment to the minutes.

Following review of the SWOT Analysis, two additional questions were presented to the group. Thinking in the context of being a revolutionary agent for change and increasing strategic board leadership, the following two questions were discussed.

To increase strategic board leadership, I really wish we would.....

- Positively influence the culture and work ethic of high school students preparing to enter the workforce.
- Seek total commitment.
- Find a way to communicate to schools what our employers need.
- Engage the Board of Directors more in strategic discussions by using a Consent Agenda to free up time for strategic discussions.
- Get feedback from stakeholders and people who receive services to gain a better understanding of needs and barriers.
- Use technology to find out where stakeholders and service providers are getting their information.



- Engage employers more to understand their needs by hosting a Workforce Summit with feedback sessions.
- Bring intentionality to areas of greatest populations.
- Create 1 page publication to provide awareness of services to employers, schools, and career seekers.

The group was asked what other questions need to be considered.....

- Can we restart the business services team?
- Can we require elected officials to participate and allocate workforce services based on participation of elected officials?
- Who is missing at the table?
- How do we communicate what the Board does?
- How do we show value to employers for their participation on the Board?
- Is the public education system broken and how can we be a revolutionary agent of change?
- How do we offset lack of funding?
- Can we impact the troubling high school graduation rates?

Appreciation was expressed for the group's participation in today's strategic planning exercise. Discussions will continue at the January meeting.

Sharon Johnson concluded the meeting by reviewing the process underway to develop the Local Workforce Development Plan by the due date of March 1. Requests for proposals went out for convening strategic planning sessions, empirical data collection, and the writing of the local plan. The Board will be asked to assist with developing the Board vision and processes for increasing Board engagement and additional feedback will be collected from stakeholders. Following the public comment period on the plan, responses will be provided to public comments, the plan may be revised based on comments, the plan will be finalized and submitted to the state review team and to the Governor. A Board retreat will be held for local Board strategic planning after submission of the WIOA local plan.

There being no further business, the meeting adjourned at 12:00 p.m.

Respectfully submitted,

Joan Hollen



Board of Directors and Chief Elected Officials Consortium Meeting
November 10, 2016
Strategic Planning Discussion - SWOT Analysis

Board Member Participants:

Andrew Breeding, Sysco
Gary Keener, Dabney S. Lancaster Community College
Janice Shanks, Everbrite
Jeff Stapel, Shickel Corporation
Jo Lee Loveland Link, Volvox, Inc.
Jonah Windham, Vine Cottage Inn
Linda Hershey, Greater Augusta Regional Chamber of Commerce
Mike Lowe, Sullivan Mechanical Contractors
Samuel Insana, Neuman Aluminum Impact Division
Steve Burnette, Hollister Incorporated
Amy Judd, Lord Fairfax Community College
Brian Brown, City of Buena Vista

Chief Elected Official/Alternate Participants:

Amanda Glover, Augusta County
Claire Collins, Bath County
Sam Crickenberger, Rockbridge County
Pablo Cuevas, Rockingham County
Bradley Polk, Shenandoah County
Carolyn Dull, City of Staunton
Terry Short, Jr., City of Waynesboro

Board Member Participants continued:

Corey Berkstresser, Lee Hi Vesuvius, Inc.
George Homan, Friendship Industries
Jackson Green, Goodwill Industries of the Valleys
Jeanian Clark, Lord Fairfax Community College
John Downey, Blue Ridge Community College
Julie Goodlick, VEC, Fishersville and Harrisonburg
Katy Parrish, Waynesboro/Region Six Adult Education Manager
Kevin Hutton, Massanutten Technical Center
Marco Pineda, Virginia Department of Labor and Industry
Patrick Barker, Frederick County EDA
Todd Cook, Virginia Department of Labor and Industry

Guest Participants:

Terri Bartnicki, Goodwill Industries of the Valleys
Faith Simmons, Virginia Department of Labor and Industry
John Loveland Link, Volvox, Inc.
Rick Slusher, Virginia Employment Commission Northern Region
Roger Mello, Page County Public Schools/PC Technical Center
Clay Stein, Goodwill Industries of the Valleys
Eric Fitzgerald, Rockingham County Public Schools
Sinclair Hubard, Dept. for Aging and Rehabilitative Services



Question	Strengths	Weaknesses	Opportunities	Threats
<p>What are the strengths and weaknesses of education and training in the region?</p> <p>Group consensus was that if someone had an education and training need and knew who to ask for help, people would bend over backwards to help them. The group then discussed the deeper issue of what is the state of the workforce development in our region right now.</p>	<ul style="list-style-type: none"> Community colleges and vocational education and training providers are responsive to business needs Businesses are aware that education and training opportunities exist Career Coaches are well placed to provide career guidance for vocational training 	<ul style="list-style-type: none"> Technical skills shortages, students do not have hands on vocational skills Students do not appear to understand career pathways and apprenticeship opportunities Productivity squeeze – limited time for education and training Emerging labor force lacks soft skills Workers lack motivation Training often exists but it is not utilized by people who need a job 	<ul style="list-style-type: none"> Develop training programs and sell to businesses Develop career pathways models and provide to middle and high school teachers and counselors Develop soft skills and customer service training Career Coaches could do a more thorough job of informing young people of local career opportunities and career pathways Bundle foundational skills education with occupational training Employer commitment to increase employee attraction and 	<ul style="list-style-type: none"> Length of time required for training is not working for people who need income Changing work ethic - people work to live instead of live to work Importing labor in lieu of developing the existing workforce Lower standard of employees, employers need them to show up to work Deficient inventory of high skill workers Not all employers embrace career pathways Funding for training is not sustainable



Question	Strengths	Weaknesses	Opportunities	Threats
			retention through long-term education and training <ul style="list-style-type: none"> Expand summer workplace and after school programs to offer hands on experience to students 	
What are the strengths and weaknesses of workforce development activities?	<ul style="list-style-type: none"> Region has been successful in receiving federal grants for OJT and Apprenticeship initiatives Abundance of workforce programs available through the SVWDB, three community colleges with diverse programs, and technical schools Service providers are responsive and committed Collaboration with regional Economic Development Authorities provide strength and opportunity Program manager for Virginia Jobs Investment Program lives in region 	<ul style="list-style-type: none"> Lack of skills in high school students Lack of involvement in the SVWDB and workforce system Lack of information sharing within organizations Guidance counselors don't get it and don't engage in educating parents and students of all career opportunities (bachelor's degree or bust mentality) Lack of knowledge about and access to different types of non 4-year degree programs 	<ul style="list-style-type: none"> Outreach to guidance counselors Enhancing knowledge of career opportunities among young people Develop a one page summary of all programs available Develop marketing materials to promote workforce development Create a central point of contact or gateway for workforce development activities for businesses 	<ul style="list-style-type: none"> Possible lack of future grant opportunities (federal and state level) Technical skills gap is going to continue to increase Inability to compete for economic development investments due to lack of skilled workforce Young people move away when there are no jobs



Question	Strengths	Weaknesses	Opportunities	Threats
	<ul style="list-style-type: none"> • Training programs can be layered and used to leverage additional program and funding opportunities • Local K-12 school systems are recognizing that career readiness includes technical knowledge and skills that align to employer needs (Example: Rockbridge County Public Schools have a for credit apprenticeship program) • Valley Career Hub is a collaborative effort among the business, education, and economic development communities in the Shenandoah Valley to broaden awareness of high-demand, high-growth, high-wage careers in our region and promote local training opportunities for these careers. www.valleycareerhub.com 	<ul style="list-style-type: none"> • Misconception about in-demand career opportunities and education and training required for those careers • Too many organizations involved, need one point of contact for workforce development • Community Colleges and technical centers not communicating on program development resulting in duplicate programs and confusion over options • Effectiveness of Virginia's policy of administering federal workforce funding through the community college system needs to be explained to Chief Elected Officials 	<ul style="list-style-type: none"> • Workforce development intersecting with an entrepreneurial mindset • Engage more youth • Assist companies with succession planning – companies are behind in planning for retiring workforce • Build a pipeline for talent development • Engage others who are not currently at the table 	



Question	Strengths	Weaknesses	Opportunities	Threats
Assess our capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment and the employment needs of employers?	<ul style="list-style-type: none"> • Diversity of organizations that support workforce development in region (SVWDB, community colleges, technical schools, state agencies, service providers and Shenandoah Valley Partnership) • Willingness and ability of stakeholder organizations and agencies to collaborate • Apprenticeship and other grants provide funds to break down barriers • SVWDB brand is well known and respected • Planning District Commission's transportation initiatives assist people with transportation barriers to employment • Wilson Workforce and Rehabilitation Center and the Department of Aging and Rehabilitative Services are huge assets to our region 	<ul style="list-style-type: none"> • Insufficient knowledge of all areas of need • Lack of a clearinghouse for data to support employers and educators • Reduced funding results in less funding to address barriers to employment (60% of Title I funding goes to training and restrictions on other funds limit support to people with barriers to employment) • Not utilizing an integrated resource team that includes employers to address barriers to employment • Lack of sufficient human resources to implement programs (grants often don't 	<ul style="list-style-type: none"> • Tap into bilingual college student population for assistance with language barriers • Communicate about skilled trades opportunities • Expand apprenticeship program to other occupations where applicable • Provide Business Services Team with data resources to support employers • Look globally for successful workforce development models to expand opportunities • Refocus on urban area opportunities where loss of employment has happened • Expand education and training 	<ul style="list-style-type: none"> • State budget shortfall and unknown impact of cuts • Technology advancement is changing employment needs and traditional jobs are going away • Aging workforce is creating a void in skilled workers • Unemployment rate is low and employers are trading employees • Employers need employees who can pass a drug test • Jobs require experienced workers, but workers can't get the years of experience needed • Underemployed workers don't have time to upskill because they are working



Question	Strengths	Weaknesses	Opportunities	Threats
	<ul style="list-style-type: none"> • K-12 educators awakening to the concept of education as a conduit for economic and workforce development (Example: Rockbridge County Public Schools has entrepreneurial program at the middle school level) • A focus on credentials in lieu of degrees • Shenandoah Valley Partnership (regional economic development organization) is a strong partner with a committed Education and Workforce Committee and an evolving Career Hub initiative. 	<ul style="list-style-type: none"> include funding for staffing) • Silo mentality of K-12 systems (teach to SOLs and see college as only option to a good career) • Diversity of languages in the region creates language barrier to employment • Need stronger advocates for economic development in the region • Too many agencies involved in overlapping services. • Agencies provide a narrow focus on training and assistance. • Limited services are available to the service industry. 	<ul style="list-style-type: none"> opportunities in rural areas through distance learning • Seek opportunity to bridge transportation gaps through distance learning centers • Seek opportunities for new careers and new career pathways • Build on the Shenandoah Valley Partnership's Education and Training Database model. • Agencies become more creative and adaptive and willing to work outside the existing boxes and actually provide the assistance needed. • Create a pipeline of able body employees for employers • Develop a partner's manual that could be distributed to 	



Question	Strengths	Weaknesses	Opportunities	Threats
			<p>schools, employers and community partners.</p> <ul style="list-style-type: none"> • Provide WIOA services to students with and without disabilities while they are still in K-12 to provide opportunities and direction at an earlier age. • Increase use of programs like Plugged In or Project Search (Project Search is statewide but has only been implemented at Augusta Medical) 	

Following review of the SWOT Analysis, two additional questions were presented to the group. Thinking in the context of being a revolutionary agent for change and increasing strategic board leadership, feedback was collected on the following questions.

To increase strategic board leadership, I really wish we would.....

- Positively influence the culture and work ethic of high school students preparing to enter the workforce.
- Seek total commitment from the Board of Directors and Chief Elected Officials.
- Find a way to communicate to schools what our employers need. Printable PDF that is easily updated.



- Engage the Board of Directors more in strategic discussions by using a Consent Agenda to free up time for strategic discussions.
- Use working committees who meet outside of regular board meetings to brainstorm, prepare ideas and strategies and bring them to the board for consideration.
- Get feedback from stakeholders and people who receive services to gain a better understanding of needs and barriers.
- Use technology to find out where stakeholders and service providers are getting their information.
- Engage employers more to understand their needs by hosting a Workforce Summit with feedback sessions. To avoid duplicating the efforts of other organizations, tap into Valley Business Summit or other similar events to identify employer needs.
- Bring intentionality to areas of greatest populations.
- Create 1 page publication to provide awareness of services to employers, schools, and career seekers.

The group was asked what other questions need to be considered.....

- Can we restart the business services team?
- Can we require elected officials to participate and allocate workforce services based on participation of elected officials?
- Who is missing at the table?
- How do we communicate what the Board does?
- How do we show value to employers for their participation on the Board?
- Is the public education system broken and how can we be a revolutionary agent of change?
- How do we offset lack of funding?
- Can we impact the troubling high school graduation rates?

Additional Comments: On December 6, 2016, the SWOT Analysis was emailed to SVWDB Board Members, Chief Elected Officials and Workforce Partners for review and additional comments.

Board of Director Comments: John Albert, Brian Brown, Rob Goldsmith, Samuel Insana, Katy Parrish, Janice Shanks and Robin Sullenberger commented that they were in agreement with the SWOT Analysis and had nothing to add. Carrie Chenery's comments were added to the SWOT Analysis.

Chief Elected Official Comments: Claire Collins, Amanda Glover, David Ash and Sam Crickenberger commented that they were in agreement with the SWOT Analysis and had nothing to add. Noah Simon's comments were added to the SWOT Analysis.

Workforce Partner Comments: John Jackson and Julie Goodlick's comments were added to the SWOT Analysis.



November 2016 WIOA and Program Report

CENTER OPERATIONS

The Center operated 22 days in November, serving a total of 1,246 customers. The total for the year is 5,093 customer visits. We made 2,005 referrals from the front desk, with the annual total of 6,276.

PRESENTATIONS

Presentations and outreach in November include the following organizations:

Apprenticeship Open House
Employer Focus Group
WIOA Orientation-Fishersville
Way to Go Board Meeting
Strong Families Great Youth Coalition Meeting
Comfort Care
Our Community Place Resource Fair
Men's Diversion Center Resource Fair
BRCC Road Map to Success Fair
HDT Global reemployment event
Rockbridge Chamber of Commerce Dinner
WIOA Orientation - Rockbridge
DSLCC - Student Services presentation
Buena Vista- Fire Department-Job Fair
WIOA Orientation - Goshen
TAPP Presentation
WIOA Orientation-Rockbridge
WIOA Orientation-Bath Co.

CLASSES

Classes conducted in October included:

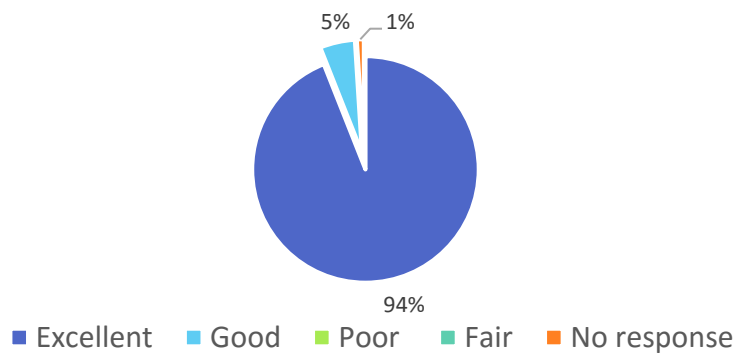
- Center orientation – workforce services overview – held bi-weekly
- Resume and Email writing - monthly
- WIOA Orientation – program information overview – bi-weekly
- Interviewing skills - monthly
- Networking – Who Do You Know? – monthly

- Money Matters -monthly

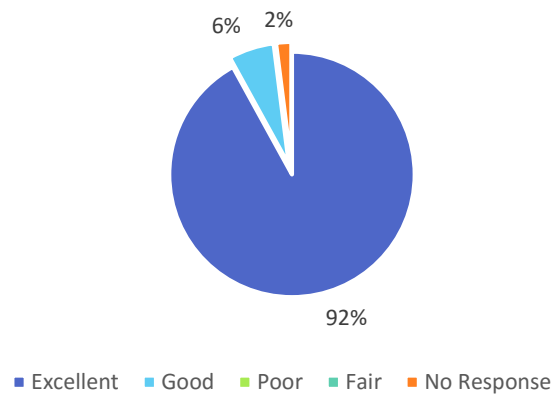
CUSTOMER SATISFACTION

We had 63 respondents to the customer satisfaction survey. The responses included:

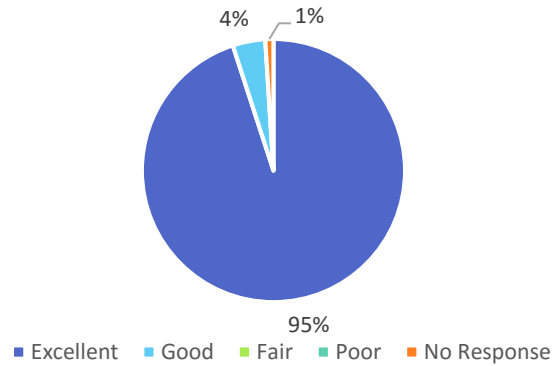
Overall Satisfaction



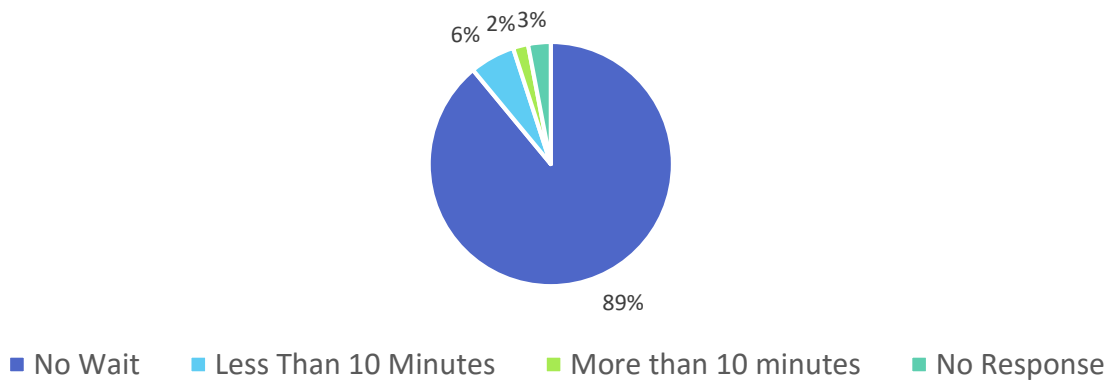
Staff Rating



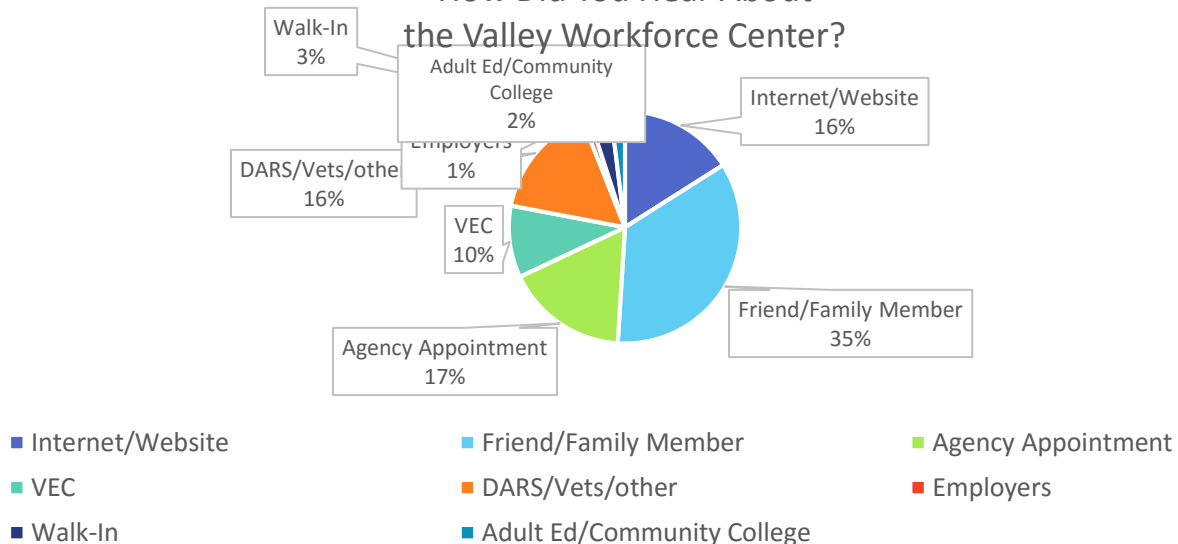
Did Staff Provide You With Helpful Information?



How Long Did You Wait to Receive Services



How Did You Hear About the Valley Workforce Center?



Do you have suggestions or comments to help us improve our services, classes or workshops? (Answers are direct quotes from customers.)

- Patience cause I'm stupid with computers
- Computer Class

Do you have any other comments? (Answers are direct quotes from customers.)

- Excellent service
- Good service
- Make forms electronic
- Love the results they helped me produce
- They are simply fabulous.
- Wonderful customer service
- Helped me find quite a few job leads
- Give me hope
- Genny was patient
- Valerie was helpful

WIA Clients	Adult	Dislocated Worker	Youth	TOTAL
Carryover From Previous Program Year	128	161	93	382
New Enrollments for this Program Year	38	32	44	114
New Enrollee for this Month	5	13	5	23
Exited This Month	7	15	7	29
Total Exits for this Program Year	41	61	36	138
Placement Rate at Time of Exit	65.0%	78.7%	80.6%	75.9%
Average Wage at Time of Exit	\$11.91	\$16.14	\$10.26	\$13.39
Exited and Not in Performance	1	0	0	1
Total Active WIA Clients	125	132	101	358

Training Programs				
Field of Study	Adult	Dislocated Worker	Youth	TOTAL
OFFICE ADMINISTRATION				
Accounting	0	0	0	0
Administrative Assistant	0	4	0	4
Business Administration	0	0	0	0
Bookkeeping	0	0	0	0
Communication	0	1	0	1
Financial Specialist	0	0	0	0
Human Resources	0	0	0	0
Information Technology	1	1	0	2
Project Management Professional	0	1	0	1
Web Design Specialist	0	0	0	0
Six Sigma Training	0	0	0	0
MEDICAL FIELD				
Certified Nursing Assistant	5	0	5	10
Cardiovascular Technologists and Technician	0	0	0	0
Community Health Worker	0	0	0	0

Counseling Psychologists	0	0	1	1
Dental Assistant	1	0	6	7
EKG Technician	0	0	0	0
Emergency Medical Technician	0	0	0	0
Fitness Trainer and Aerobics Instructor	0	0	0	0
Health Educators	0	0	0	0
Health Information Management	1	2	0	3
Licensed Practical Nursing	7	0	1	8
Medical and Clinical Lab Technician	0	0	0	0
Medical Billing/Coding	1	0	1	2
Certified Medical Assistant	7	2	5	14
Massage Therapists	0	0	0	0
Medication Aide Technician	0	0	0	0
Patient Care Assistant	0	0	0	0
Phlebotomy	2	0	0	2
Pharmacy Technician	0	0	1	1
Radiologic Technicians	1	0	0	1
Registered Nurse	1	0	1	2
Veterinary Assistant	0	0	1	1
HUMAN SERVICES				
Criminal Justice	0	0	0	0
Education	0	0	0	0
Human Services	0	1	0	1
Paralegal	0	1	0	1
Customer Service	0	0	0	0
Liberal Arts	1	0	0	1
TRADE SKILLS				
Auto Mechanic	1	0	0	1
Construction Management	0	1	0	1
Cosmetology	1	0	0	1
Pet Groomer	0	0	0	0
Barbering/Cosmetology	0	0	0	0
CDL/Heavy Equipment	7	6	2	15
Architectural Drafting	0	0	0	0
Electrician	0	0	0	0
Electrical Lineman	0	0	0	0
Material Handler	0	0	0	0
HVAC	0	0	1	1
Multi-Craft	0	0	0	0
Maintenance and Repair Worker	0	0	0	0
Machinist	0	0	0	0
Refrigeration Mechanics and Installer	0	0	0	0
General and Operation Manager	0	0	0	0
Real Estate Sales Agent	0	0	0	0

Designer	0	0	0	0
Personal Trainer	0	0	0	0
Child Care	0	0	0	0
Pipe Fitters and Steamfitters	0	0	0	0
Security Manager	0	0	0	0
Forest and Conservation Tech.	0	0	0	0
Welding	1	2	1	4
ADULT EDUCATION				
English as Second Language	0	0	0	0
G.E.D.	6	8	3	17
Computer Literacy	0	0	0	0
CRC	3	3	2	8
Tutoring	0	0	2	2
PRE-VOCATIONAL SERVICES				
Program	Adult	Dislocated Worker	Youth	TOTAL
High School Diploma	0	0	0	0
Short-Term Pre-Vocational Classes	3	20	0	23
Internship	3	4	0	7
Work Experience	2	1	15	18
Apprenticeship	0	0	0	0
OJT	1	3	0	4
Job Search	19	49	0	68
Training/Education Providers				
Name	Adult	Dislocated Worker	Youth	TOTAL
Adult Education Provider/GED	6	8	3	17
Blue Ridge Community College	5	7	1	13
Lord Fairfax Community College	15	4	9	28
Dabney S. Lancaster Community College	2	6	1	9
Massanutten Technical Center	5	0	15	20
Valley Career and Technical Center	7	0	0	7
Piedmont Virginia Community College	0	0	0	0
Winchester Medical Center	1	0	0	1
Page County Technical Center	1	0	0	1
CDS Tractor Trailer Training	2	2	0	4
James Madison University	0	1	0	1
Fast Track Heath Care Education	0	0	0	0
Other Approved Provider	0	2	0	2
TOTAL	44	30	29	103

Total Clients Serviced by Locality							
Program	Buena Vista	Hburg	Staunton	Luray	Winchester	LFCC	Total
Adult	22	40	42	35	27	0	166
Dislocated Worker	41	19	22	20	70	21	193
Youth	3	35	32	42	25	0	137
Total	66	94	96	97	122	21	496

Respectfully submitted,
Melanie Blosser
Centers Manager

Valley Workforce Center

November, 2016

22 days of operation

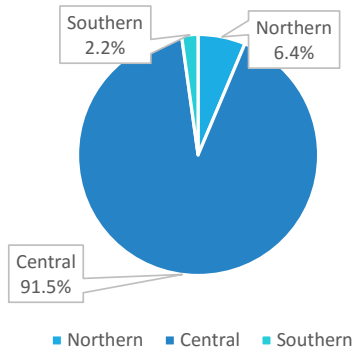
WIOA PROGRAM INFORMATION

WIOA Clients Program YTD	Adult	Dislocated Worker	Youth	Totals
Carryover Clients from Previous Program Year	128	161	93	382
New Enrollment for this Program Year	38	32	44	114
New Enrollments October 2016	5	13	5	23
Exited October 2016	7	15	7	29
Exits this Program Year	41	61	36	138
Total Active WIOA Participants	125	132	101	358
Placement Rate	65.0%	78.7%	80.6%	75.90%
Average Wage at Placement	\$11.91	\$16.14	\$10.26	\$13.39
Exited Exclusion from Performance	1	0	0	1

TRAFFIC	MONTH	YTD
Northern New	18	117
Northern Returning	34	191
Central New	389	1,780
Central Returning	340	1,344
Southern New	10	57
Southern Returning	11	57
Other (outside of Area 4)		-
Total	802	3,546
Outreach	444	1,547
Total all Activities	1,246	5,093
Last Year Same Month	844	4,661
Monthly Avg YTD	5 month	
Daily Avg - Month and YTD	57	47

REFERRALS		
RESOURCE ROOM	57.4%	715
WIOA	9.5%	118
MTC/VCTC/PTC	8.6%	107
DARS/DEI	2.6%	32
DSS	1.4%	18
AGENCY FOR AGING/SCSEP	1.7%	21
COMMUNITY COLLEGE	8.3%	104
VETERAN'S SERVICES	1.1%	14
TELAMON	0.0%	-
SUPPORTIVE SERVICES	1.8%	22
VEC/EMPLOYMENT SERVICES	68.5%	854
Total Referrals from front desk this month		2,005
Total Referrals from the front desk YTD		6,276

RESIDENCY



NORTHERN REGION	6.4%
Clarke, Frederick, Page, Shenandoah, Warren and Winchester	
CENTRAL REGION	91.5%
Augusta, Harrisonburg, Highland, Rockingham, Staunton, Waynesboro	
SOUTHERN REGION	2.2%
Bath, Buena Vista, Lexington, Rockbridge	

UNEMPLOYMENT RATE (most recent available)

	October 2015	October 2016	Percent Change
LWIA IV	4.1%	4.1%	0.0%
VIRGINIA	4.0%	4.1%	-0.1%
US	4.8%	4.7%	0.1%
AUGUSTA	3.8%	4.1%	-0.3%
BATH	3.5%	3.6%	-0.1%
BUENA VISTA	4.9%	5.0%	-0.1%
CLARKE	3.6%	3.8%	-0.2%
FREDERICK	3.5%	3.5%	0.0%
HARRISONBURG	4.8%	5.1%	-0.3%
HIGHLAND	3.0%	3.5%	-0.5%
LEXINGTON	7.2%	7.2%	0.0%
PAGE	5.4%	4.7%	0.7%
ROCKBRIDGE	4.5%	4.8%	-0.3%
ROCKINGHAM	3.7%	3.7%	0.0%
SHENANDOAH	3.8%	3.9%	-0.1%
STAUNTON	3.9%	4.3%	-0.4%
WARREN	4.2%	3.9%	0.3%
WAYNESBORO	4.3%	4.1%	0.2%
WINCHESTER	3.9%	4.1%	-0.2%



December 2016 WIOA and Program Report

CENTER OPERATIONS

The Center operated 20 days in December, serving a total of 896 customers. The total for the year is 5,979 customer visits. We made 2,043 referrals from the front desk, with the annual total of 8,319.

PRESENTATIONS

Presentations and outreach in December include the following organizations:

- Hand in Hand Advisory Board Meeting
- Fishersville Orientation
- DARS Workshop meeting
- Adult Education Meeting
- Harrisonburg Orientation
- Chamber Economic Development Committee Meeting
- Bath County Orientation
- HGT Global workshop

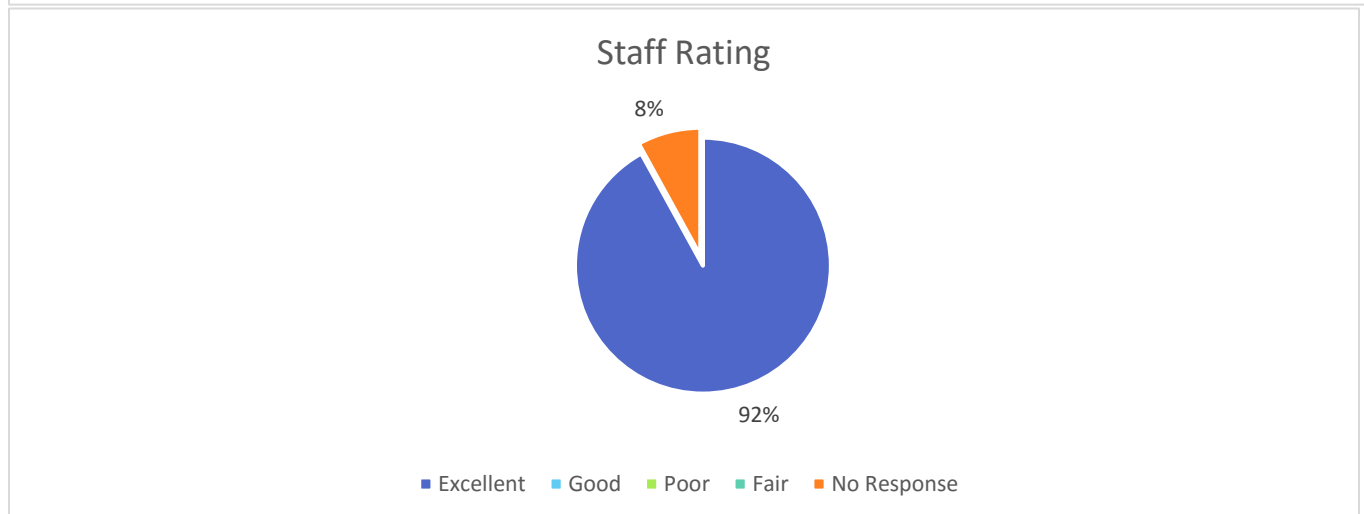
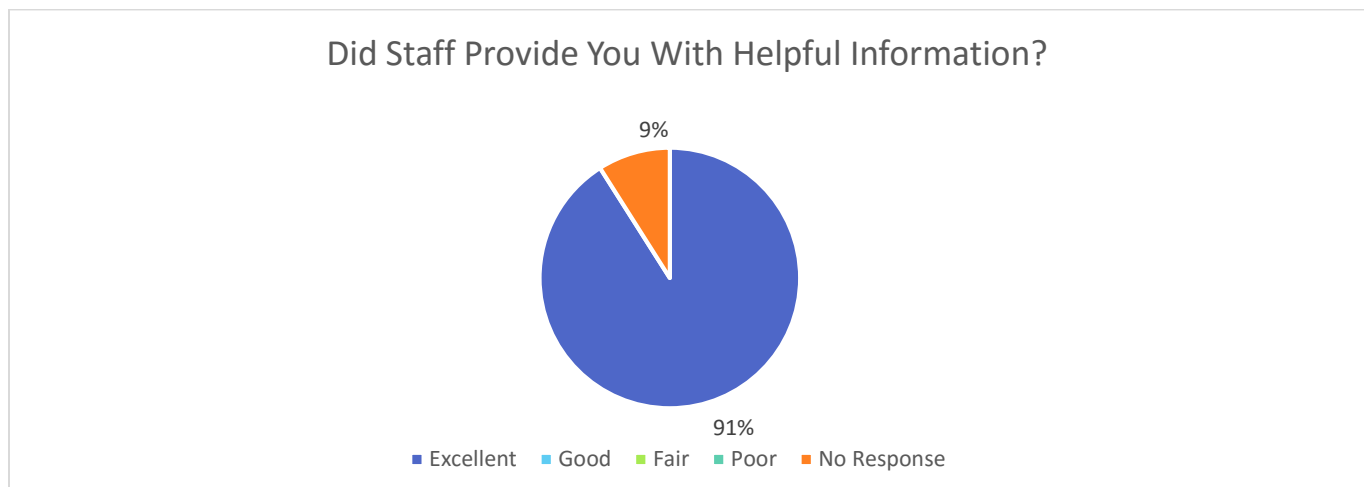
CLASSES

Classes conducted in December included:

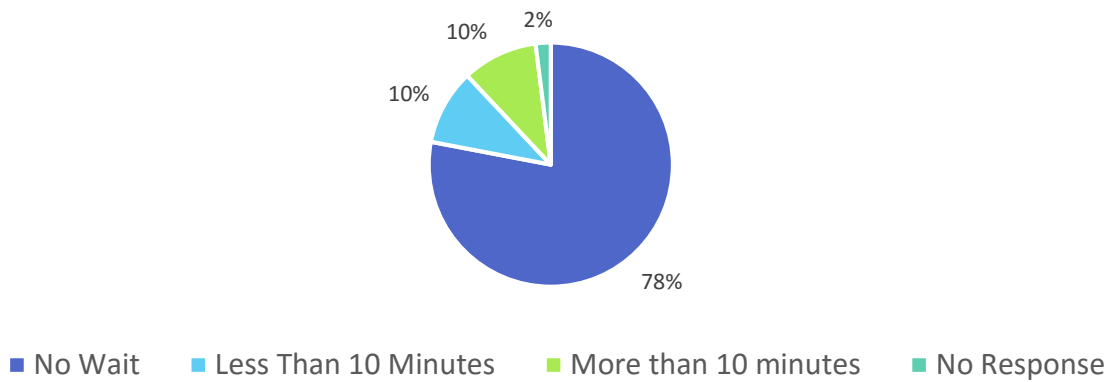
- Center orientation – workforce services overview
- Resume and Email writing
- WIOA Orientation – program information overview
- Interviewing skills - monthly
- Networking – Who Do You Know? –
- Money Matters -monthly

CUSTOMER SATISFACTION

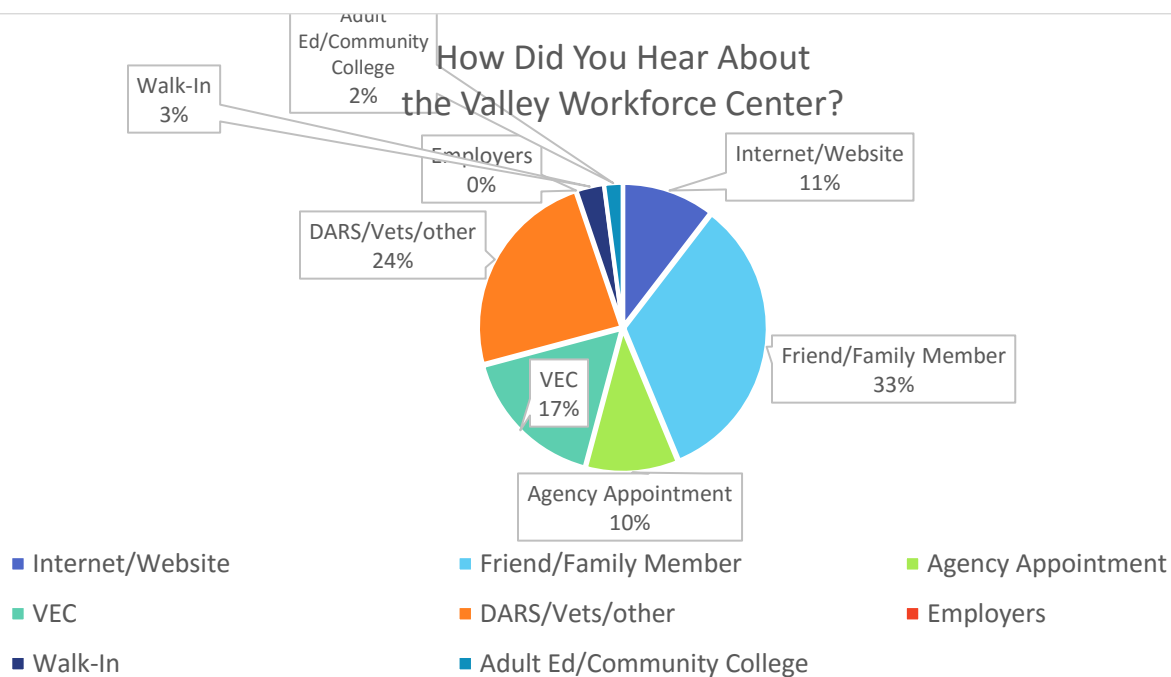
We had 31 respondents to the customer satisfaction survey. The responses included:



How Long Did You Wait to Receive Services



How Did You Hear About the Valley Workforce Center?



Do you have suggestions or comments to help us improve our services, classes or workshops? (Answers are direct quotes from customers.)

- Hours should be extended 6am – 8:30pm
- Computers were very slow
- Literacy program

Do you have any other comments? (Answers are direct quotes from customers.)

- Great customer service
- Went beyond, did the extra mile
- Made it easy for me to apply for a job
- Excellent IT skills
- Teri – Pleasant and knowledgeable
- Ginny Judd- amazing
- Melinda was extremely helpful and patient as she assisted me.

- Melinda and Jeneen –very good and provided info I needed right off the tops of their heads
- Good listeners

Total Clients Served by Locality							
Program	Buena Vista	Hburg	Staunton	Luray	Winchester	LFCC	Total
Adult	23	41	42	39	28	0	173
Dislocated Worker	43	19	24	20	70	22	198
Youth	3	37	34	42	28	0	144
Total	69	97	100	101	126	22	515

Training Programs				
Field of Study	Adult	Dislocated Worker	Youth	TOTAL
OFFICE ADMINISTRATION				
Accounting	0	0	0	0
Administrative Assistant	0	4	0	4
Business Administration	0	0	0	0
Bookkeeping	0	0	0	0
Communication	0	1	0	1
Financial Specialist	0	0	0	0
Human Resources	0	0	0	0
Information Technology	1	1	0	2
Project Management Professional	0	1	0	1
Web Design Specialist	0	0	0	0
Six Sigma Training	0	0	0	0
MEDICAL FIELD				
Certified Nursing Assistant	5	0	5	10
Cardiovascular Technologists and Technician	0	0	0	0
Community Health Worker	0	0	0	0
Counseling Psychologists	0	0	1	1
Dental Assistant	1	0	6	7
EKG Technician	0	0	0	0
Emergency Medical Technician	0	0	0	0
Fitness Trainer and Aerobics Instructor	0	0	0	0
Health Educators	0	0	0	0
Health Information Management	3	2	0	5
Licensed Practical Nursing	8	0	1	9
Medical and Clinical Lab Technician	0	0	0	0
Medical Billing/Coding	1	0	1	2
Certified Medical Assistant	7	2	5	14
Massage Therapists	0	0	0	0

Medication Aide Technician	0	0	0	0
Patient Care Assistant	0	0	0	0
Phlebotomy	2	0	0	2
Pharmacy Technician	0	0	1	1
Radiologic Technicians	1	0	0	1
Registered Nurse	1	0	1	2
Veterinary Assistant	0	0	1	1
HUMAN SERVICES				
Criminal Justice	0	0	0	0
Education	0	0	0	0
Human Services	0	1	0	1
Paralegal	0	1	0	1
Customer Service	0	0	0	0
Liberal Arts	1	0	0	1
TRADE SKILLS				
Auto Mechanic	1	0	0	1
Construction Management	0	1	0	1
Cosmetology	1	0	0	1
Pet Groomer	0	0	0	0
Barbering/Cosmetology	0	0	0	0
CDL/Heavy Equipment	9	8	2	19
Architectural Drafting	0	0	0	0
Electrician	0	0	0	0
Electrical Lineman	0	0	0	0
Material Handler	0	0	0	0
HVAC	0	0	1	1
Multi-Craft	0	0	0	0
Maintenance and Repair Worker	0	0	0	0
Machinist	0	0	0	0
Refrigeration Mechanics and Installer	0	0	0	0
General and Operation Manager	0	0	0	0
Real Estate Sales Agent	0	0	0	0
Designer	0	0	0	0
Personal Trainer	0	0	0	0
Child Care	0	0	0	0
Pipe Fitters and Steamfitters	0	0	0	0
Security Manager	0	0	0	0
Forest and Conservation Tech.	0	0	0	0
Welding	1	3	1	5
ADULT EDUCATION				
English as Second Language	0	0	0	0
G.E.D.	7	8	3	18
Computer Literacy	0	0	0	0
CRC	3	3	3	9

Tutoring	0	0	2	2
PRE-VOCATIONAL SERVICES				
Program	Adult	Dislocated Worker	Youth	TOTAL
High School Diploma	0	0	0	0
Short-Term Pre-Vocational Classes	3	20	0	23
Internship	3	4	0	7
Work Experience	2	1	16	19
Apprenticeship	0	0	0	0
OJT	1	4	0	5
Job Search	22	53	0	75
Training/Education Providers				
Name	Adult	Dislocated Worker	Youth	TOTAL
Adult Education Provider/GED	7	8	3	18
Blue Ridge Community College	5	10	1	16
Lord Fairfax Community College	19	4	9	32
Dabney S. Lancaster Community College	2	6	1	9
Massanutten Technical Center	5	0	15	20
Valley Career and Technical Center	7	0	0	7
Piedmont Virginia Community College	0	0	0	0
Winchester Medical Center	1	0	0	1
Page County Technical Center	2	0	0	2
CDS Tractor Trailer Training	2	2	0	4
James Madison University	0	1	0	1
Fast Track Heath Care Education	0	0	0	0
Other Approved Provider	0	2	0	2
TOTAL	50	33	29	112

Respectfully submitted,
Melanie Blosser
Centers Manager

Valley Workforce Center

December, 2016

20days of operation

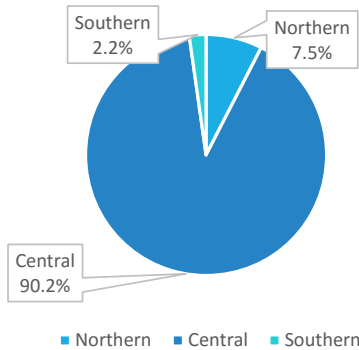
WIOA PROGRAM INFORMATION

WIOA Clients Program YTD	Adult	Dislocated Worker	Youth	Totals
Carryover Clients from Previous Program Year	128	161	93	382
New Enrollment for this Program Year	45	37	51	133
New Enrollments December 2016	7	5	7	19
Exited December 2016	13	11	6	30
Exits this Program Year	54	72	42	168
Total Active WIOA Participants	119	126	102	347
Placement Rate	69.2%	87.5%	80.9%	79.20%
Average Wage at Placement	\$11.53	\$15.75	\$9.91	\$13.04
Exited Exclusion from Performance	2	0	0	3

TRAFFIC	MONTH	YTD
Northern New	27	144
Northern Returning	37	228
Central New	451	2,231
Central Returning	314	1,658
Southern New	10	57
Southern Returning	9	66
Other (outside of Area 4)		-
Total	848	4,384
Outreach	48	1,595
Total all Activities	896	5,979
Last Year Same Month	819	4,661
Monthly Avg YTD	6 month	
Daily Avg - Month and YTD	45	47

REFERRALS		
RESOURCE ROOM	84.5%	757
WIOA	11.7%	105
MTC/VCTC/PTC	16.0%	143
DARS/DEI	4.1%	37
DSS	2.8%	25
AGENCY FOR AGING/SCSEP	2.0%	18
COMMUNITY COLLEGE	15.6%	140
VETERAN'S SERVICES	3.5%	31
TELAMON	0.0%	-
SUPPORTIVE SERVICES	4.1%	37
VEC/EMPLOYMENT SERVICES	83.7%	750
Total Referrals from front desk this month		2,043
Total Referrals from the front desk YTD		8,319

RESIDENCY

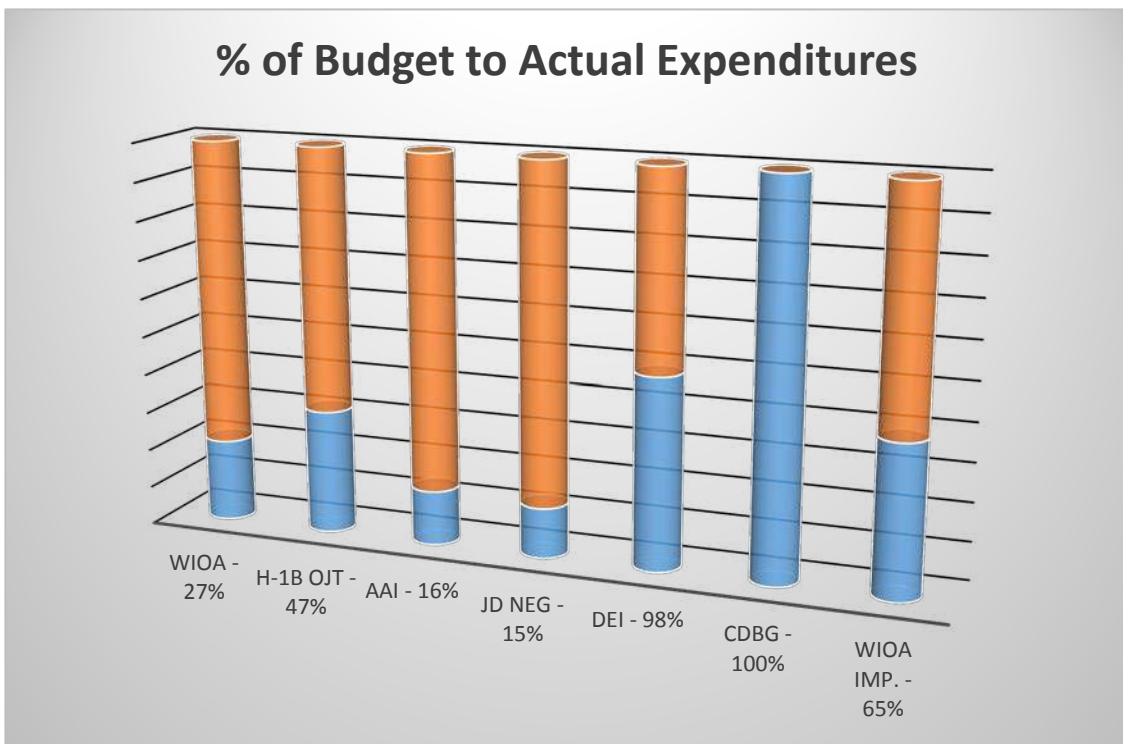
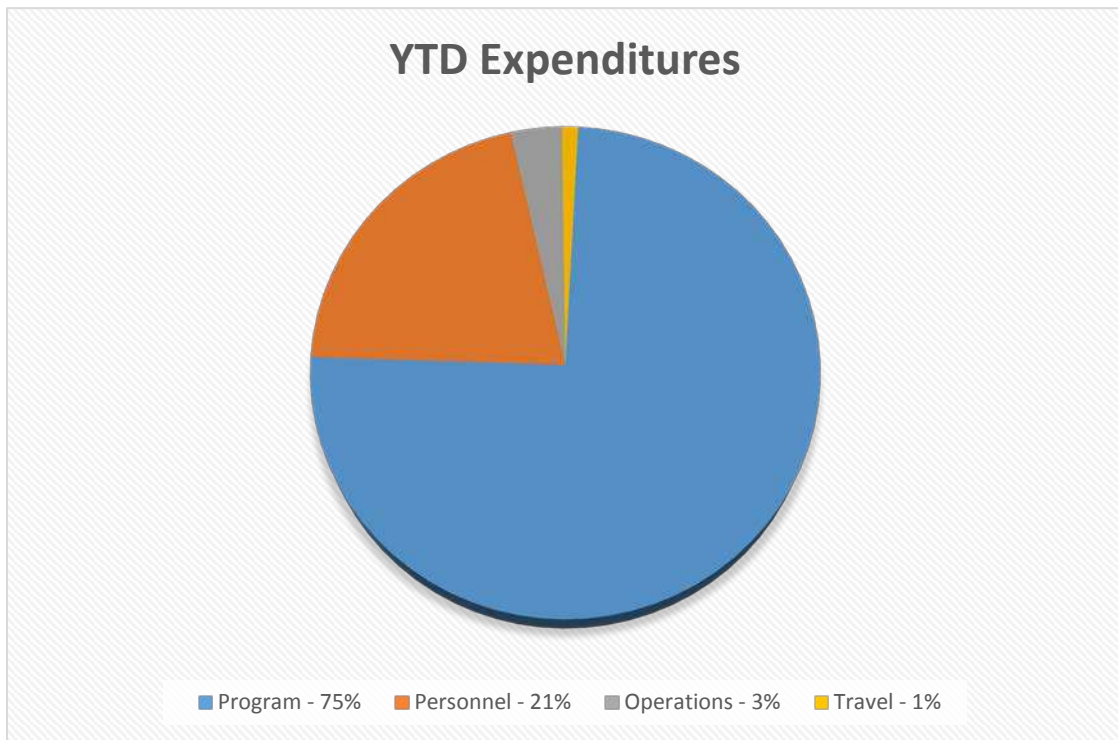


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SOUTHERN REGION	2.2%
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UNEMPLOYMENT RATE (most recent available)

	November 2015	November 2016	Percent Change
LWIA IV	4.1%	4.1%	0.0%
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AUGUSTA	3.6%	3.8%	-0.2%
BATH	3.6%	3.7%	-0.1%
BUENA VISTA	4.9%	4.9%	0.0%
CLARKE	3.3%	3.6%	-0.3%
FREDERICK	3.4%	3.3%	0.1%
HARRISONBURG	4.4%	4.4%	0.0%
HIGHLAND	3.9%	3.4%	0.5%
LEXINGTON	6.3%	6.3%	0.0%
PAGE	6.1%	5.4%	0.7%
ROCKBRIDGE	4.8%	4.5%	0.3%
ROCKINGHAM	3.6%	3.4%	0.2%
SHENANDOAH	3.7%	3.6%	0.1%
STAUNTON	3.8%	4.1%	-0.3%
WARREN	4.1%	3.9%	0.2%
WAYNESBORO	4.4%	4.3%	0.1%
WINCHESTER	3.8%	3.8%	0.0%

Shenandoah Valley Workforce Development Board, Inc.
As of November 30, 2016



Shenandoah Valley Workforce Development Board, Inc.
Statement of Financial Position
As of November 30, 2016

Unaudited

Assets

Current Assets

Cash and cash equivalents	\$	87,461
Accounts receivable		266,144

Total Assets	\$	353,605
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Liabilities and Net Assets

Current Liabilities

Accounts payable	\$	225,964
Accrued leave		41,765

Total Liabilities	\$	267,729
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Net Assets

Unrestricted	\$	29
Temporarily restricted		85,847

Total Net Assets	\$	85,876
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Total Liabilities and Net Assets	\$	353,605
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Shenandoah Valley Workforce Development Board, Inc.
Statement of Activities - With FY2017 Budget
Unaudited

	For the period ended November 30, 2016				
	Unrestricted	Temporarily Restricted	Total	FY2017 Budget	% of Total Budget
Changes in Net Assets					
Support and revenue					
WIOA Grants	\$ -	\$ 833,871	\$ 833,871	\$ 4,158,000	20%
OJT Grant	-	268,965	268,965	576,100	47%
American Apprenticeship Grant	-	48,817	48,817	286,050	17%
JD NEGrant	-	152,986	152,986	1,012,250	15%
DEI Grant	-	4,203	4,203	4,300	98%
Harrisonburg City CDBG	-	12,951	12,951	-	0%
DW WIOA Implementation	-	9,750	9,750	15,000	65%
Other revenue	-	10,002	10,002	-	0%
Satisfaction of Program Restrictions	1,255,698	(1,255,698)	-	-	0%
Total Support and revenue	\$ 1,255,698	\$ 85,847	\$ 1,341,545	\$ 6,051,700	22%

Expenses

WIOA Grants Expenses

Administration					
Personnel	\$ 97,558	\$ -	\$ 97,558	\$ 255,000	38%
Operations	3,106	-	3,106	5,700	54%
Office operations	9,853	-	9,853	26,900	37%
Financial	1,125	-	1,125	10,300	11%
Travel	5,262	-	5,262	31,300	17%
Total Administration	116,904	-	116,904	329,200	36%
Program Services					
Adult contracts	227,813	-	227,813	700,000	33%
Dislocated worker contracts	114,963	-	114,963	450,000	26%
Youth contracts	172,550	-	172,550	650,000	27%
Goodwill One Stop Services	24,886	-	24,886	90,000	28%
Incumbent worker training	2,302	-	2,302	50,000	5%
Professional services	-	-	-	100,000	0%
Expansion of Harrisonburg Office	22,869	-	22,869	25,000	91%
New Winchester Center	-	-	-	150,000	0%
Valley Workforce (Leases, IT, etc.)	62,778	-	62,778	220,000	29%
OJT Contracts	5,577	-	5,577	-	0%
Purchase of new computers	-	-	-	15,000	0%
Board website, branding & outreach	6,000	-	6,000	20,000	30%
Total Program Services	639,738	-	639,738	2,470,000	26%
Total WIOA Grants Expenses	\$ 756,642	\$ -	\$ 756,642	\$ 2,799,200	27%

OJT Grant Expenses

Administration													
Personnel	\$	124,714	\$	-	\$	124,714	\$	168,000	74%				
Outreach		3,307		-		3,307		3,200	103%				
Office operations		17,033		-		17,033		23,800	72%				
Financial		1,209		-		1,209		7,100	17%				
Travel		4,971		-		4,971		14,000	36%				
Total Administration						151,234		-	151,234	216,100	70%		
Total Program Services						120,975		-	120,975	360,000	34%		
Total OJT Grant Expenses					\$	272,209	\$	-	\$	272,209	\$	576,100	47%

American Apprenticeship Grant

Administration													
Personnel	\$	18,996	\$	-	\$	18,996	\$	52,000	37%				
Outreach		502		-		502		1,100	46%				
Office operations		2,194		-		2,194		7,700	28%				
Financial		137		-		137		1,800	8%				
Travel		1,579		-		1,579		5,200	30%				
Total Administration						23,408		-	23,408	67,800	35%		
Total Program Services						23,621		-	23,621	218,250	11%		
American Apprenticeship Grant					\$	47,029	\$	-	\$	47,029	\$	286,050	16%

JD NEGrant Expenses

Administration													
Personnel	\$	21,782	\$	-	\$	21,782	\$	138,000	16%				
Outreach		578		-		578		2,500	23%				
Office operations		2,718		-		2,718		17,600	15%				
Financial		157		-		157		5,000	3%				
Travel		1,329		-		1,329		15,200	9%				
Total Administration						26,564		-	26,564	178,300	15%		
Total Program Services						125,719		-	125,719	833,950	15%		
Total JD NEGrant Expenses					\$	152,283	\$	-	\$	152,283	\$	1,012,250	15%

DEI Grant Expenses

Total Program Services	\$	4,203	\$	-	\$	4,203	\$	4,300	98%
Total DEI Grant Expenses	\$	4,203	\$	-	\$	4,203	\$	4,300	98%

Harrisonburg City Community Development Block Grant

Total Program Services	\$	13,582	\$	-	\$	13,582	\$	-	0%
Total DEI Grant Expenses	\$	13,582	\$	-	\$	13,582	\$	-	0%

DW WIOA Implementation Grant Expenses

Administration									
Professional Services		9,750		-		9,750		15,000	65%
Total WIOA Transitions Grant Expenses	\$	9,750	\$	-	\$	9,750		15,000	0%

Total Expenses		1,255,698		-		1,255,698		4,692,900	27%
Change in Net Assets	\$	-	\$	85,847	\$	85,847	\$	1,358,800	

Net Assets, Beginning	\$	29	\$	-	\$	29
Net Assets, Ending	\$	29	\$	85,847	\$	85,876

OJTs by Economic Locality

Locality	OJTs to Business paid through 12/16
Augusta 20.5%	\$ 603,635
Frederick 16.42%	\$ 494,509
Harrisonburg 15.21%	\$ 450,237
Buena Vista 11.3%	\$ 332,710
Winchester 10.96%	\$ 311,563
Waynesboro 5.04%	\$ 148,241
Rockingham 3.27%	\$ 96,177
Staunton 3.12%	\$ 91,945
Rockbridge 2.91%	\$ 85,795
Warren 2.29%	\$ 67,378
Shenandoah .77%	\$ 22,627
Lexington .33%	\$ 9,750

SVWDB Total \$ 2,714,568

Valley OJT - Grant Program Status

571 Total OJT Contracts with 100 Companies

H-1B OJT Grant - \$5 Million-Manufacturing/Health Care

552 Contracts: Original Goal 310; Revised Goal 500
Extension approved to 4/1/2017

Dislocated Worker Training Grant - National DW Grant

Subawardee from VCCS - \$207,547

42 OJTs - Achieved 42

ended 6/30/2016 - Final Reporting Complete

Job Driven Grant - National DW Grant Ext 6/30/2017

Subawardee from VCCS; \$1.4 Million

Dislocated participants, any industry

LFCC & DSLCC & BRCC OnRamp & WIOA co-enrollees

Community College training and/or OJTs

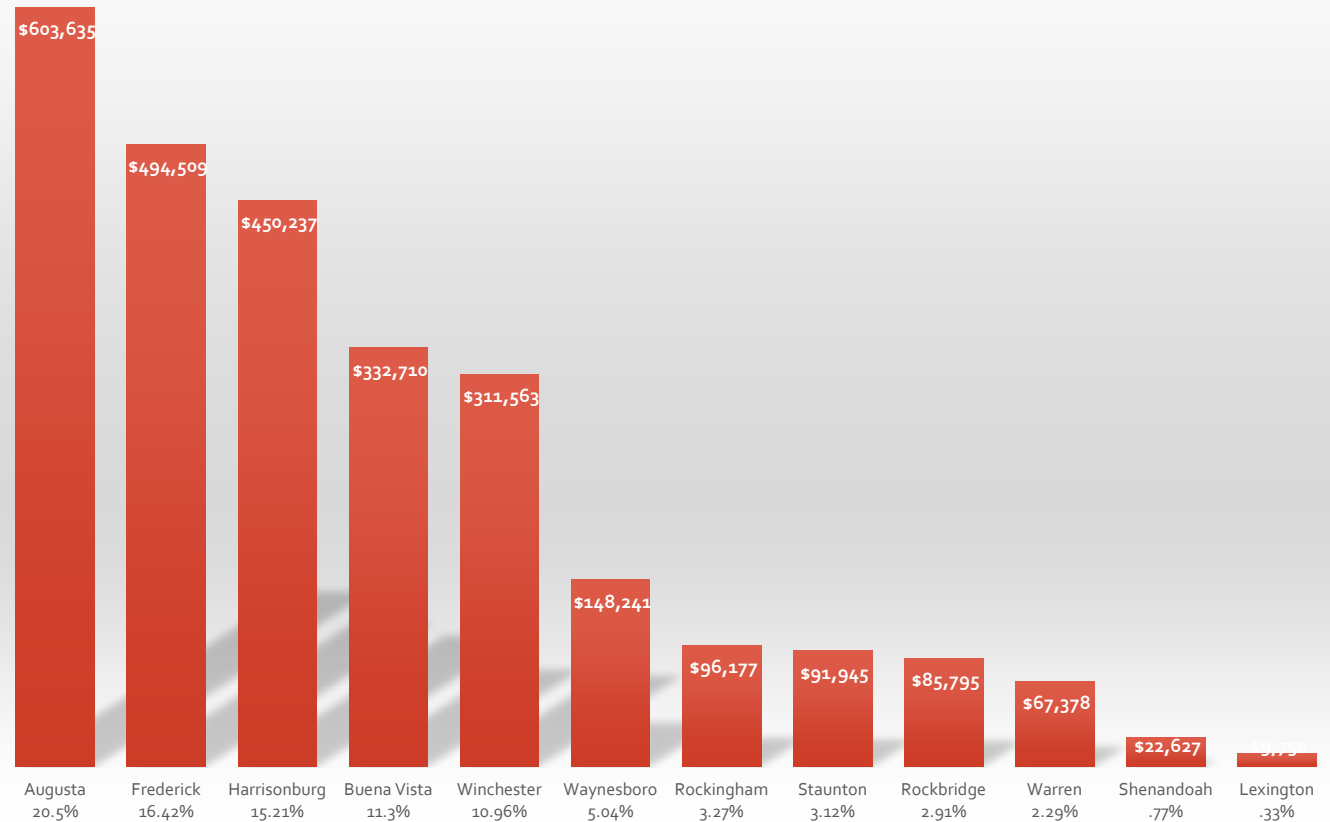
200 Participant Goal: To date: 113 including 25 OJTs

\$4 Million American Apprenticeship Grant

600 new registered apprentices: 111 to date

175 employers: 36 to date

Valley OJT - Employer Payments by Locality - December 2016





Valley to Virginia Apprenticeship Initiative

V2V Apprenticeship Advisory Council

Report of November 10, 2016 Meeting

Members: Subset of the SVWDB Board of Directors including grant partners, employers, educators, economic development, job center managers, and outreach partners.

Debby Hopkins, Project Director of the V2V Apprenticeship Initiative, presented a recap of the first year's grant performance:

Metric	Grant Goal	Yr 1 Goal	Actual	% to Yr 1	% Grant Goal
# apprentices	600	25	109	436%	18%
# employer sponsors	175	10	36	360%	21%
# new programs	18	5	7	140%	39%
# expanded occupations	37	4	17	425%	46%
# completed	200	0	1		.5%
# Target Population	120	N/A	29	N/A	24%

Ms. Hopkins recapped the US DOL Technical Visit Sept 19-21 that included employer site visits at IAC, ThermoFisher-Middletown, and Andros Foods. The US DOL officers attended Andros Foods's media event to recognize the first grant participant in the Mid-Atlantic region to complete his apprenticeship.

Video Project – RFP issued to produce 3 short segments from the RA video.

The V2V Apprenticeship Advisory Council will meet again on January 12, 2017

Debby Hopkins, Workforce Officer & Project Director, Valley OJT



Valley to Virginia Apprenticeship Initiative

V2V Apprenticeship Advisory Council

January 12, 2017 Meeting Agenda

1. Report: November 10, 2016 meeting
2. 12/31/2016 Metrics at 25% grant completion

Metric	Grant Goal	Actual	% Grant Goal
# apprentices	600	111	18.5%
# employer sponsors	175	36	21%
# new programs	18	7	39%
# expanded occupations	37	16	43%
# completed	200	1	.5%
# Target Population	120	33	27.7%

3. National Apprenticeship Week – November 14-20. Events included:
Governor’s Proclamation; Virginia Apprenticeship Symposium;
VCTC Open House & Employer Group; LFCC podcast with USDOL Rep;
MTC and VCTC Radio Ads; BRCC Career Coaches promotion
4. Registered Apprenticeship Forum for 36 Workforce Partners: Dec 15.
Presentations by VDOLI, BRCC, DSLCC, MTC, VCTC
5. Report: National Grantee Conference, January 9-11, 2017
6. Staff Presentations:
 - a. Virginia Apprenticeship Symposium November 16: *V2V Grant*
 - b. US Dept. of Labor, National Grantee Conference, January 11;
Leveraging Resources: Registered Apprenticeship and WIOA
 - c. Society of Human Resource Management, Virginia State Conference,
March 13; *Got Labor Shortages? Get Apprenticeship*
7. Next Steps: Design and Implement Pre-Apprenticeship Programs: Hershey pilot with Mechatronics; Ball and Tenneco; Goodwill pre-apprenticeship program; Industrial Manufacturing Technician models (IMT-MT1).

Shenandoah Valley Workforce Development Board
Strategic Plan: 2017 – 2021 **DRAFT**

Goals, Objectives, Strategies, Action Items A. All Goals, Objectives, Strategies, and Action Items must be data driven. B. All Goals, Objectives, Strategies, and Action Items must conform to SMART Goals: Specific, Measurable, Aligned with Vision and Mission, Realistic, and Time-bound.	Target Completion Date
Goal 1:* Increase business services and engagement to deliver value to our business customers. Promote awareness and engagement with agencies and organizations that support business development. (GenEdge, SBDC, Rapid Response, SCORE, etc.)	
Goal 2:* Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.	
Goal 3:* Fill jobs in demand-occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen Virginia's regions.	
Goal 4:* Help individuals, including individuals with barriers, gain access to the middle class and experience career progression.	
Goal 5:* Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve.	
Goal 6: Veterans Services will be an area of focused interest and emphasis to increase credentialing, career opportunities, and wraparound services for veterans in demand, growth occupations and pathways to wage growth.	
Goal 7: Engage in Board Development to create more opportunities for Board Member engagement.	
Goal 8: Leverage our existing partnerships and overlapping Board memberships in our Planning District Commissions' footprint to take advantage of innovative opportunities that are eligible for funding through GO Virginia.	
Goal 9: Focus on resource diversification and leveraging resources with partners.	

*Required by State Local Plan Guidelines, Virginia Workforce Letter #16-01