



**PIEDMONT**  
Workforce Network

**PWN Board Meeting Agenda**

December 15, 2016 – 3:00 PM – 4:30 PM

Holiday Inn – Express – Ruckersville

5920 Seminole Trail

Ruckersville, VA 22968

<b>I.</b>	<b>Welcome and Introductions</b> – <i>Amanda Moxham</i>	<b>3:00 PM – 3:05 PM</b>
<b>II.</b>	<b>Public Comment</b>	<b>3:05 PM – 3:10 PM</b>
<b>III.</b>	<b>Consent Agenda</b> – <i>Amanda Moxham</i> <ul style="list-style-type: none"><li>• September 29, 2016 Meeting Minutes</li><li>• October 27, 2016 Meeting Minutes</li></ul>	<b>3:10 PM – 3:15 PM</b>
<b>IV.</b>	<b>Executive Committee Meeting Update</b> – <i>Amanda Moxham</i> <ul style="list-style-type: none"><li>• <b>At-Large Member Appointment</b></li><li>• <b>Incumbent Worker Training Resolution</b></li></ul>	<b>3:15 PM – 3:25 PM</b>
<b>V.</b>	<b>Goodwill Industries of the Valleys Presentation</b> – <i>Bruce Phipps &amp; Mary Ann Gilmer</i>	<b>3:25 PM – 3:40 PM</b>
<b>VI.</b>	<b>Strategic Planning Retreat Follow-up – Strategic Actions</b> – <i>Morgan Romeo</i>	<b>3:40 PM – 3:55 PM</b>
<b>VII.</b>	<b>Presentation</b> - <i>Sharon Johnson, CEO, Shenandoah Valley WDB</i> Local Workforce Development Boards: Alignment with Operational Indicators and Behavioral Characteristics	<b>3:55 PM – 4:25 PM</b>
<b>VIII.</b>	<b>Other Business</b>	<b>4:25PM – 4:30 PM</b>
<b>IX.</b>	<b>Adjournment</b>	<b>4:30 PM</b>



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**PWN Board Meeting Minutes**

September 29, 2016 – 3:00 PM – 4:30 PM

Holiday Inn Express

5920 Seminole Trail

Ruckersville, VA 22968

<b>Board Member:</b>	<b>Present:</b>
Steven Ray, Co-Chair	X
Amanda Moxham, Co-Chair	
Naomi Aitken	X
John Baldino	X
John Boswell	
Casey Carwile	X
Todd Cook	
Debbie Desmond	
Janelle Downes	
Susan Erno	
Miles Friedman	
Karen Gottlieb	
Heather Goodwin	
Karen Gottlieb	
Ronda Guill	
Gena Keller	
Joe Martin	X
Wes Mayles	
Peter Mocarski	X
Valerie Palamountain	X
Christy Phillips	X
Katy Reeves	
Valerie Reid	
Peter Rice	
Darla Rose	
Ridge Schuyler	X
Richard Sindy	X
Randy Soderquist	X
Debbie Stohlmann	
Mark Stapleton	X
Jeff Waite	X
Elizabeth Walters	X
Jeanne Wesley	
<b>PWN Staff:</b>	<b>Present:</b>
Helen Cauthen	X
Morgan Romeo	X
Phil Geer	X
Debi Pettry	X
<b>Guests:</b>	<b>Present:</b>

Marty Bywaters-Baldwin	X
Carol Coffey	X
Mary Ann Gilmer	X
Carlene Hurdle	X
Nate Mahanes	X
Steve Snyder	X
Maura White	X

**Welcome & Public Comment**

Steve Ray welcomed everyone to the PWN Board Meeting and called the meeting order at 3:02 PM. Steve noted that there were not enough Board members in attendance to meet quorum requirements and therefore no official action could be taken at this meeting. Steve noted that he would make an effort to send out an email to all Board members encouraging them to attend the Strategic Planning Retreat next month and to also make a point to attend future meetings. Steve also noted that one of the items on the agenda that would not be able to be voted on was a change in the Bylaws, which would allow for alternates to vote and count toward quorum requirements.

**Consent Agenda**

Steve Ray pointed out that while the Board could not approve the consent agenda, the items could still be reviewed by the Board members in attendance.

John Baldino asked that the Board review the Year-to-Date financial numbers that were presented in the consent agenda, specifically the expenditure rate on Culpeper One Stop personnel. John pointed out that the expenditures under Personnel were high and were on trend to overspend the amount budgeted in FY2017. Morgan Romeo pointed out that Goodwill Industries of the Valleys staff were in attendance at the meeting and therefore could possibly answer the question. Mary Ann Gilmer, VP of Workforce Development for Goodwill Industries of the Valleys commented that she was unsure of why the expenditures were off track, but reassured the Board that many salaries had been adjusted recently due to time and effort being spent in some categories. Helen Cauthen noted that the discrepancy may be related to Rappahannock Goodwill Industries’ personnel expenses not being accrued at the end of FY2016. Morgan Romeo noted that a call had been set up with Goodwill Industries staff to discuss the line item and that hopefully it would be a quick fix. Helen noted that the financials were just finalized that morning, so Goodwill Industries had not had a chance to review the documents prior to the meeting.

**Youth Targeted Outreach**

Morgan Romeo explained that in June 2016, the Youth Case Manager in Charlottesville had approached the PWN Council and noted that recruitment for the Youth Program had been challenging. After this presentation, the Council became very interested in ensuring that awareness about the Youth Program was brought to agencies serving youth in the region. Per the Council’s request, this would include sending a letter to local practitioners who work with youth to notify them of the program, as well as to host a Youth Employment Summit that would take a deeper dive into the challenges faced by the region’s youth when it comes to obtaining employment or entering post-secondary education programs.

**Administrative Tasks**

CLEO Board Agreement

Morgan Romeo noted that one of the required agreements per the new WIOA legislation is an agreement outlining the duties of the CLEO and the Board. This agreement is between the CLEO and Board directly and outlines which body is responsible for tasks related to the operation of the Local Workforce Development Area. Morgan noted that the draft agreement that is presented in the packet is directly from WIOA law, Virginia policy, and guidance released by the Virginia Community College System. The members in attendance agreed that the agreement was acceptable but were not able to officially approve the document for the Chairs signature.

## PWN Bylaws

Morgan Romeo noted that with the goal to move the Board to a more strategic view of workforce development in the region, the proposed solution is to have more of the detailed reports be approved at the Executive Committee level. With the current Bylaws, the Executive Committee does not have the ability to act on behalf of the Board, so the revision of the Bylaws in the packet adds this authority. Steve Ray noted that the Chairs of the Workforce Development Boards across the state met at the beginning of September and had a facilitated discussion about the role of the Boards and how they could think more strategically. Steve said that most of the Boards around the state had their Executive Committees review the detailed operations and had speakers and broad programmatic discussions at the Board level. Morgan noted that the Council approved the Bylaws at their meeting prior to the Board meeting, but since the Board did not have a quorum, they would not be able to approve. Carol Coffey from Thomas Jefferson Adult Career Education raised the question as to whether there would be a checks and balances system on the Executive Committee. Steve Ray pointed out that at each Board meeting he would be happy to do a Chair update to discuss what had been approved and discussed at the Executive Committee level. He noted that the Board at any time would have the power to override the Executive Committee's decision with a majority vote.

## Local Plan & MOU Development

Morgan Romeo noted that beyond the Strategic Plan that will be developed as a result of the retreat on October 27<sup>th</sup>, the area would also have to complete a Local Plan, which goes into more detail on the operation of the workforce development system. Morgan noted that a list of partners that were required to participate had been developed and an initial meeting would be held on October 4<sup>th</sup> to set a schedule of meetings and tasks to complete at each of the meetings. Morgan noted that guidance had been received from the VCCS on the composition of the Local Plan, and that guidance included over 20 different points that needed to be covered. Morgan requested volunteers for any business representative on the PWN Board that would like to participate, please let her know. Casey Carwile from Design Electric volunteered to be involved in the development of the Local Plan. Morgan noted that the plan had to be completed and submitted to VCCS by March 1<sup>st</sup>, and would need a public comment period prior to submission. The Program Planning & Service Delivery Committee has requested that a special Board meeting be held on February 15<sup>th</sup> to review the aspects of the Local Plan and to approve it for submission. The Board agreed that this was an acceptable plan of action.

## VBWD Policy Update

Morgan Romeo noted that three policies were being presented to the Virginia Board of Workforce Development at the December 1<sup>st</sup> meeting in Richmond which may have an impact on the operations in the region. The three policies are involving training services, career services, and the composition of One Stop Centers (comprehensive and affiliate). Morgan noted that the training services policy did not include anything that would change the way that the area operated. The Career Services policy did have a change in regards to the Resource Room operation of the One Stop Centers. The policy noted that Wagner-Peyser funded staff, which are Virginia Employment Commission employees, would provide career services, in coordination with other One Stop partners. Morgan noted that they had asked for clarification on this line and that Sara Dunnigan, the Executive Director of the Virginia Board of Workforce Development, had noted that Wagner-Peyser's primary responsibility was to operate career services, not the other One Stop partners.

The third policy deals with the composition of comprehensive and affiliate One Stop Centers in the region. Morgan noted that this policy may be one of contention, as it notes that staff from Wagner-Peyser (VEC), Vocational Rehabilitation (DARS or DBVI), Adult Education, and WIOA Programs must be present full-time (defined at 40 hours a week) at the comprehensive One Stop Center. Morgan noted that the comprehensive Center in the region, the Charlottesville Workforce Center, currently does not have full-time staff from Adult Education present at the Center. Morgan also noted that with the definition of affiliate centers, many of the centers now known as "satellite" centers would not be considered affiliates. The new definition states that two or more partners in the WIOA legislation must be present on-site to be considered an affiliate site.

## Charlottesville One Stop Lease Update

Helen Cauthen provided an update on the lease at the Charlottesville Workforce Center. Helen reminded the Board that the lease at the building on Hydraulic Road ends January 31, 2018. Helen noted that the lease task force, which includes Steve Ray, Ann Mallek, and Kurt Krueger had been diligently working on a solution. Helen explained that the first thing for the task force was to find a lease holder for the Workforce Center, and that the City of Charlottesville and Albemarle County had agreed to hold the lease if the location was in their respective locality. Helen noted that this was a huge step forward and had been a long time in the making. The next steps will be to secure a tenant representative, hopefully through CBRE, to explore potential locations and negotiate with the current landlord, Bill Dittmar of Enterprise Properties.

## **GO Virginia Presentation**

Helen Cauthen gave a presentation to the Board on the new GO Virginia initiative. Helen noted that a lot was still up in the air about the logistics of the initiative and more would be decided at the GO Virginia State Board meeting on October 15, 2016. Helen did note that the initiative divided the state into regions, and the PWN region remained intact, where other workforce areas were split into more than one GO Virginia region. Helen explained that the initiative would create funding opportunities for projects in the economic development and workforce development arenas, and that there may be opportunities for the Workforce Board to apply for projects that are not able to be funded with federal dollars.

## **Financial Report**

### FY2017 Budget Allocations

Morgan Romeo stated that this item was on the agenda for approval but again could not be approved due to the lack of quorum. These allocations include Goodwill's final budget for the year as negotiated by PWN staff, and an allocation of funding from the Dislocated Worker funding stream for PWN Staff to conduct activities around Incumbent Worker Training. The carryforward funding had been determined by PWN Staff recommended that the Board and Council only allocate the amount that was originally budgeted to Goodwill, and leave the remaining amount to be allocated in December. Morgan informed the Board that Staff noticed that the WIOA portion of the Cost Allocation plan for the Charlottesville Workforce Center was not included in the original approved budgets. Prior to December, Staff will ensure with Goodwill that there are no additional items that need to be accounted for in the budgets. Morgan noted that the PWN Council did approve the budget prior to the Board meeting.

## **Committee Reports**

### WIOA Committee

John Baldino reported that the committee reviewed three applications from providers to be included on the Eligible Training Provider List for Virginia. John noted that these would need to be approved at the next Board meeting as quorum was not met. The three providers were Lord Fairfax Community College, Faithful Nursing Resources, and Commonwealth Care Group. All three providers and the programs that were submitted were approved by the committee, with a couple pending reference checks and the correction of their applications. John also noted that the Committee reviewed the progress with Goodwill Industries of the Valleys thus far in the program year, but only had July and August data to review. John said that they would meet again at the end of November to discuss their progress further and make a recommendation to the Executive Committee regarding their probationary status.

### Marketing & Business Outreach Committee

Christy Phillips noted that the Marketing & Business Outreach Committee met on September 2<sup>nd</sup>. Christy said that the committee discussed a revision of the marketing materials that are currently in place to create materials that were more "business-friendly" and simple. Christy noted that the commercial that PWN produced last year did not pan out as expected, as there were no direct referrals or inquiries as a result of the commercial. The committee discussed conducting a direct mailing campaign but wanted to make sure the recipients were targeted appropriately. The budget for the committee this year is \$4,500.

Christy also reported that there have been 21 inquiries into the Incumbent Worker Training program but that the guidance that was being received on the operation of the program from VCCS could present problems in the programs execution. She specifically noted that the system of record input was being used to drive programs and processes, when it should be the other way around. Christy recommended that the Board revisit this topic in December for possible future action. Morgan Romeo noted that the Directors across the state had requested revisions in the draft policy and that it would be dependent if the VCCS revised the policy with the recommendations provided.

Morgan Romeo also noted that there had been some challenges related to the Virginia Incumbent Worker Innovation Program grant that the PWN received in June. Morgan noted that the performance measure related to “industry-recognized credential” was not fully defined at the time of application and receipt of the grant. Since then, VCCS has taken a hard line stance on the definition, and has defined the term as a “third-party” recognized credential. Morgan noted that many of the employers that have inquired about the funding and/or applied are interested in a program created by PVCC in coordination with the City of Charlottesville. This program provides Leadership and Supervision training to Managers or individuals in supervisory roles. There is no industry recognized credential for this program, and after research by PWN Staff and PVCC Staff, the only credential that exists in this realm is for Construction and Project Management professionals. By requiring the employers to use the Construction and Project Management training that leads to credentials will make the employers receive training where portions of it are irrelevant and unnecessary. It will also increase the amount of time that the training lasts, which is something that the employers cannot afford.

The PWN Board discussed this topic and decided to request an amendment in performance for the grant from 95% to 60% of individuals that will receive an industry-recognized credential. The Board also decided that if the VCCS did not approve the performance request that it was more important to serve the needs of business than to meet a performance measure that did not apply. Morgan stated that she would request the amendment from VCCS following the meeting and would report back in December.

#### **Future Board Meeting Presentation Topics**

This topic was not discussed.

**Seeing no additional business, Steve Ray adjourned the meeting at 4:35 PM.**



**PIEDMONT**  
Workforce Network

**PWN Board Strategic Planning Retreat Minutes**

October 27, 2016 – 12:00 PM – 5:00 PM

Doubletree Charlottesville

990 Hilton Heights Road

Charlottesville, VA 22901

<b>Business</b>	<b>Present:</b>	<b>Non-Business</b>	<b>Present:</b>
Debbie Desmond		Naomi Aitken	X
Christy Phillips		Richard Sindy	X
Casey Carwile	X	Susan Erno	X
Valerie Reid		Gena Keller	
Elizabeth Walters	X	Jeanne Wesley	X
Janelle Downes	X	Valerie Palamountain	X
Katy Reeves	X	Miles Friedman	X
Karen Gottlieb		Andy Wade	X
Darla Rose		John Baldino	X
Jeff Waite	X	Lorne Seay	
Peter Rice	X	Todd Cook	
Mark Stapleton	X	Ronda Guill	
Randy Soderquist		Ridge Schuyler	X
Steven Ray	X	Joe Martin	
John Boswell		Sherry Millner	
Amanda Moxham			
Wes Mayles	X		
Peter Mocariski	X		

<b>PWN Staff</b>	<b>Present:</b>	<b>Guests</b>	<b>Present:</b>
Helen Cauthen	X	Mary Ann Lawrence	X
Morgan Romeo	X	Sean McCusty	X
Stephanie Boynton	X	Alan Yost	X
Phil Geer	X	Laura Brown	X
Debi Pettry	X	Carl Sachs	X
		Cory Demchak	X
		Clay Stein	X
		Marty Bywaters-Baldwin	X
		Megan Bergen	X
		Steve Snyder	X
		Tommy Miller	X
		Ginger	X
		Caroline Smeltz	X

## **Welcome & Introductions**

Steve Ray welcomed everyone to the meeting and thanked everyone in attendance. Steve went over the proposed agenda for the day and also pointed everyone to the sheets provided at their tables for reference during the retreat.

## **Consent Agenda**

Steve Ray presented the Consent Agenda to the Board. The following items were up for approval:

- June 16, 2016 Meeting Minutes
- PWN Year-to-Date Financials
- CLEO – Board Agreement
- PWN Bylaws
- FY2017 Budget Allocations
- Training Provider Applications

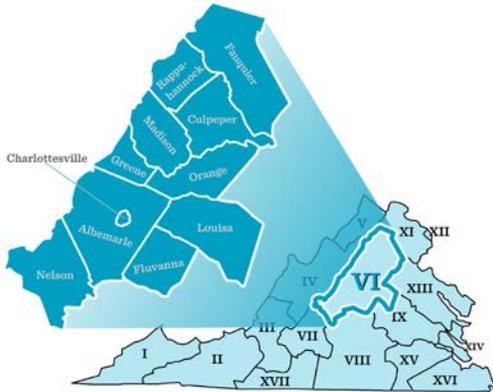
***A motion was made by Naomi Aitken to approve the consent agenda. John Baldino seconded the motion. Motion was carried.***

Steve introduced Mary Ann Lawrence from PowerNotes, LLC as the facilitator for the retreat and turned the meeting over to her.

Mary Ann Lawrence facilitated the PWN Board, Council, and guests in the strategic planning process. The agenda included the following items:

- Accomplishments
- Overview of New Legislative Information and Focus
  - Board Roles and Responsibilities
  - Sector Partnerships
  - Career Pathways
  - Partner Collaboration
- Mission and Vision Review and Validation
- Resources Provided:
  - Current Performance, Services, Partnering
  - Environmental Scan/Labor Market Information
  - Targeted Population Information
- SWOT Analysis
- Reimagine the Workforce System
- Key Success Indicator Discussions
- Brainstorm Goals
- Prioritize Goals
- Prepare Strategies
- Establish a Performance Management Dashboard
- Next Steps

Steve Ray thanked everyone for attending the meeting and adjourned the group at 5:00 PM.



**DRAFT**

# **STRATEGIC PLAN**

## **BACKGROUND**

The Piedmont Workforce Network (PWN) is the Local Workforce Development Board for Local Workforce Development Area 6 (LWDA 6), comprising ten counties (Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Orange, Nelson, and Rappahannock) and the City of Charlottesville. PWN is responsible for the oversight and monitoring of the federal Workforce Innovation and Opportunity Act (WIOA) funding that is allocated to LWDA 6 each fiscal year. This includes the monitoring of all fiscal, performance, and programmatic aspects of the programs tied to the federal WIOA funding. These programs prepare low-income adults, dislocated workers and youth with barriers to employment or education for self-sufficiency by providing job search assistance, occupational skills training, on-the-job training and other career counseling services.

PWN is also responsible for being the regional convener for workforce development activities in the region, a new responsibility as of FY2016 designated by the Code of Virginia § 2.2-2472.1. This responsibility entails coordinating business, economic development, labor, regional planning commissions, education at all levels and human service organizations to focus on community workforce issues and the development of solutions to current and prospective business needs for a skilled labor force at the regional level.

The PWN is not its own designated entity and therefore has a fiscal and administrative agent, the Central Virginia Partnership for Economic Development (Partnership). The Partnership has a Foundation that is a separate 501(c)(3) organization formed to support the Partnership and its program activities. By co-locating with the regional economic development entity, the PWN is strategically aligned with economic development initiatives to better provide workforce development solutions.

This strategic plan focuses on how PWN will focus its efforts during the transition to WIOA. PWN's job training programs will assist business customers on the demand side with meeting employment needs and expectations through the training and development of individuals on the supply side.

## **MISSION**

“To be a proactive partner with employers and economic development leaders by providing a qualified workforce that meets current and future job demand.”

## **VISION**

The importance of being a proactive, nimble organization that responds to the needs of employers was established as key to the future of PWN.

# ACCOMPLISHMENTS

In the last three years Piedmont Workforce Network has accomplished the following:

- Increased PWN presence in the business community by developing marketing materials and strategies to increase visibility, hosting employer roundtables for key in-demand target industries in partnership with economic development, and applying for additional funding sources for employer partnerships.
- Traffic and activities in the One-Stop Centers have increased by working with internal and external partners to provide more services that meet job seeker and employer needs.
- Counties within the Local Workforce Development Area (LWDA) have increased their presence and involvement in PWN activities, including more frequent representation by Council (CLEO) members.
- Increased the number of job fairs hosted in the region as well as increased participation by job seekers and employers at the events.
- Raw common intake form has been created and is being utilized at the Virginia Workforce Center – Charlottesville, the Culpeper Workforce Center, and the Orange Workforce Center.
- Partnership relationships are better and more collaborative.
- Obtained \$200,000 in Incumbent Worker funding through the Virginia Incumbent Worker Innovation Program released by Governor McAuliffe in June 2015.
- Increase of grant dollars among partners as well as the willingness and collaboration in place to acquire even more in the future.

# SWOT ANALYSIS

<p style="text-align: center;"><b><i>STRENGTHS</i></b></p> <ul style="list-style-type: none"> <li>• Dedicated staff to the Board with a Passion for their work</li> <li>• Co-located, and integrated Center</li> <li>• Extensive on-the-ground knowledge</li> <li>• Diverse menu of services</li> <li>• Engagement of many internal and external partners in the system</li> <li>• Job fair participation</li> <li>• Board committee engagement</li> <li>• Coordination with local government</li> <li>• Performance for WIOA programs</li> </ul>	<p style="text-align: center;"><b><i>WEAKNESSES</i></b></p> <ul style="list-style-type: none"> <li>• Lack of a unified identity among partners</li> <li>• Understaffed</li> <li>• Web presence/website</li> <li>• Lack of ESL services</li> <li>• Lack of a clear understanding of partner services by all front-line staff</li> <li>• Coordination with employers</li> <li>• No/minimal job fair performance outcomes</li> <li>• High percentage of Board members are new</li> <li>• Lack of metrics relating to mission statement</li> <li>• New board member orientation</li> <li>• WIOA Provider results</li> </ul>
<p style="text-align: center;"><b><i>OPPORTUNITIES</i></b></p> <ul style="list-style-type: none"> <li>• Better tell PWN success stories</li> <li>• Engage in methods that involve business to business story telling</li> <li>• Social media presence</li> <li>• Legislative input from CLEO members</li> <li>• Better data on employers needs and expectations and jobseekers with skills to fill those needs</li> <li>• Increased engagement with Chambers of Commerce</li> <li>• New partnerships for funding or resources in order to stretch federal WIOA dollars</li> <li>• </li> <li>• Better metrics for customer satisfaction among job seekers, employers, and partners</li> <li>• Regional collaboration</li> </ul>	<p style="text-align: center;"><b><i>THREATS</i></b></p> <ul style="list-style-type: none"> <li>• Increased number of job seekers with significant barriers to employment</li> <li>• Funding cuts across the board within PWN and internal and external partners</li> <li>• New legislation</li> <li>• </li> <li>• Economic changes</li> <li>• Lack of skilled workers</li> <li>• Bureaucratic nature of system</li> <li>• Lack of Board time to understand services</li> <li>• Size and diversity of local area</li> <li>• Many qualified job seekers use other mechanisms to find a job</li> <li>• Lease is up in Charlottesville Center</li> </ul>

## PRIORITY GOAL STATEMENTS

<b>Priority Goal</b>	<b>Committee Recommendation</b>
Improve and expand web presence and awareness campaign.	Marketing & Business Outreach WIOA Committee
Identify workforce development needs, including skills gaps, in businesses within the targeted industries and develop talent pipeline strategies to meet those needs.	Marketing & Business Outreach WIOA Committee
Support dynamic partner alignment and integration to better serve business customers and job seeker clients.	Program Planning & Service Delivery
Document evidence-based return on investment through a performance management dashboard.	Executive Committee

**Local Workforce Development Boards:  
Alignment with Operational Indicators and Behavioral Characteristics  
Research Project Information Summary**

The Workforce Innovation and Opportunity Act legislation requires and effective Local Workforce Development Board (LWDB) studies indicate, the need for LWDBs to evolve from operational or compliance based Boards to more strategic Boards. The purpose of this study is to determine how Virginia's LWDBs align with exemplary LWDB operational indicators and effective nonprofit Board behavioral characteristics. The study is conducted by Sharon Johnson, a doctoral candidate at The University of Southern Mississippi in partial fulfillment of a PhD in Human Capital Development.

A non-experimental, descriptive, cross-sectional research design is employed to investigate five research objectives associated with LWDB effectiveness alignment. The study is based on a review of the literature which includes exemplary LWDB studies and Board leadership development initiatives (2006 – 2016) and characteristics of effective nonprofit Boards (1989 – 2016).

A paper survey will be administered to the Local Workforce Board members at each of the local Boards in Virginia. Total time for introduction and survey completion is approximately 30 minutes. Surveys are being administered at regularly scheduled Board meetings in December 2016 and January, February 2017. The researcher will be present to answer questions and remain until all Board members have completed the survey. Responses will be entered into statistical software for computation, data will be analyzed, and results will be documented by the researcher. Upon request, the researcher will return to a future Board meeting and present study results, explain the background supporting the research, and provide implementation examples supporting LWDB effectiveness, based on relevant studies and initiatives.

The survey is anonymous; Board member identity is not requested and study results will be presented in an aggregate format. If requested by the local Board, study results specific to the local area may be presented to that local Board. Participation in the project is voluntary, allowing a participant to withdraw from the study at any time.

Contact Information: If there are questions for the researcher, please contact Sharon Johnson at Sharon.H.Johnson@ usm.edu or 540-649-4322.

## **Sharon Johnson**

Sharon Johnson is CEO for the Shenandoah Valley Workforce Development Board, Inc. and Chairperson for the Virginia Association of Workforce Directors (VAWD). She has over 25 years of experience working with the private sector, public workforce system, economic development, and community colleges. Sharon believes in the power of Local Workforce Boards and their ability to creatively address regional workforce challenges. She is passionate about developing partnerships, designing solutions, and leveraging resources to successfully implement regional workforce solutions. She has authored state and federal grants awarding over \$26M for workforce development initiatives for the Shenandoah Valley. Sharon is a Certified Performance Technologist (CPT) with the International Society for Performance Improvement and a Certified Workforce Development Professional (CWDP) with endorsements in Business and Employer Services and Workforce Management through the National Association of Workforce Development Professionals. She has her Master's in Adult Education and Human Resource Development from James Madison University. She is seeking her PhD in Human Capital Development and is a 2017 doctoral candidate at the University of Southern Mississippi.