

## 2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)

Wilson Workforce and Rehabilitation Center's (WWRC) Blueprint for Direction is an operational document developed through a collaborative process of actively engaging stakeholders and service providers in identifying key operational goals for WWRC. The *Blueprint* enables WWRC to identify how it will carry out the strategic plan that guides the overall direction of the Center. The Blueprint evolved from considering the needs presented by several key stakeholders from the [State Rehabilitation Council](#) and the Division of Rehabilitative Services (DRS) of the [Department for Aging and Rehabilitative Services](#) (DARS), referred to as the Agency. The Blueprint provides an overview of WWRC plans to improve the independence and employment of people with disabilities and demonstrates how Virginia and the United States benefit from this wise investment.

The [WIOA Combined Plan](#) and the Agency's Triennial Needs Assessment are key underpinnings of the Blueprint. The Blueprint is endorsed by the [State Rehabilitation Council](#), the [Virginia Manufacturers Association](#), the [Manufacturing Skills Institute](#), DRS District Managers and Workforce Development Unit, the National Consortium of State Operated Comprehensive Rehabilitation Centers, the Virginia Assistive Technology System's [Assistive Technology Advisory Council](#), and the [WWRC Foundation](#). Over the past year, a new alliance with the national Council of State Administrators in Vocational Rehabilitation (CSAVR) is emerging that serves to reinforce WWRC's alignment with the Workforce Innovation and Opportunities Act (WIOA), especially as it relates to the goal of employer and business engagement and its Vision for 2020.

### WWRC Vision Statement

Wilson Workforce and Rehabilitation Center strives to be the preferred provider of comprehensive vocational rehabilitation for Virginians with disabilities. Every day, in every way, we:

Put Clients First

Take Care of Customers

Work in Teams

Innovate and Excel

Provide it Under One Roof

Value Our Staff

Offer a Workforce-Driven Curriculum

Are Organized, Utilized, and Valuable

Preserve Leadership Ethics, Accountability, Center Values, and Public Trust

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### **WWRC Mission**

Wilson Workforce and Rehabilitation Center provides people with disabilities with comprehensive, individualized services to realize personal independence through employment.

### **WWRC Values**

- Ethical - We are committed to professional standards, good stewardship of resources, full accountability, and the well-being and dignity of others.
- Engaged – We are committed to an organizational environment that values individual contributions and involvement in informative communication, problem-solving, planning, and leadership.
- Effective – We are committed to providing services that result in meaningful and measurable outcomes through objective assessment of performance and ongoing process improvements.

WWRC's mission remains clearly focused on helping people with disabilities obtain independence through employment. The Center's vision, mission and values provide the overarching parameters that define its purpose; however, it is necessary to provide a more narrowly focused set of guideposts for the Center's daily operations and to articulate the exact goals that are being pursued in any given year. The purpose of this document is to put into clear, understandable terms those actions that WWRC will undertake during the 2018-2020 biennium such that all programs pursue a common set of goals that respond to the stated needs of the Commonwealth and the citizens whose lives are ultimately affected by WWRC's services.

### **Campus Community**

The Wilson Workforce and Rehabilitation Center (WWRC) Campus Community offers a highly integrated set of comprehensive services that spans twenty-four hours a day, seven days a week, to ensure that Agency clients receive an array of services that promote independence, self-sufficiency and employment skills. To be admitted to WWRC and retain enrollment, Center clients must not present a danger to themselves or others.

Clients who require supportive training, socialization, intervention and training to improve their behavior in the classroom and in the community have access to a continuum of services at WWRC. It is reasonable to expect some clients to present social behaviors that require remediation as part of the rehabilitation experience. Family members and funding sources expect the rehabilitation center to provide a safe campus where behavioral standards are monitored and exceptions are addressed.

Reflective of its workforce readiness/training and return-to-work mission, WWRC reinforces the guiding values of self-control, respect, and safety in its Student Code of Conduct. Behavior interventions and disposition of Student Code of Conduct violations are designed to be supportive and therapeutic in nature, with the goal of employment-focused rehabilitation, while ensuring a safe 'living and learning' environment for the entire campus community.

## **Client Base**

One of WWRC's most fundamental roles is to function as a significant component of the [Agency](#). DARS' Division of Rehabilitative Services (DRS) is WWRC's key customer and is represented by more than 30 [field offices](#) across Virginia. The Vocational Rehabilitation (VR) personnel who staff these offices and the team at WWRC are key partners and together provide a significant contribution toward the Agency's mission.

Input garnered through a strategic analysis with DRS leadership supports WWRC's comprehensive approach to rehabilitation. The population of clients served by the Agency requires a wide array of comprehensive services to help them overcome one or more of a variety of sensory, cognitive, physical, social, life skills, transition or employment obstacles to become independent or employed. [WWRC's comprehensive medical rehabilitation, evaluation, transition](#) and [vocational education and training options](#) are provided on WWRC's campus in the beautiful and scenic Shenandoah Valley.

Over the past seven decades, staff members at the Center have helped clients overcome impediments that prevent independence and employment. The Center constantly assesses the workforce needs of Virginia, the aptitudes and abilities of DRS clients, and statewide employment trends to configure Center service so they meet the needs of Agency clients. The Center's comprehensive services are [available](#) to Agency clients 16 years of age or older who reside on campus safely and benefit from services. Some clients come to WWRC for comprehensive medical rehabilitation to regain independence and return to work. The average age of WWRC clients is 18-23, however, there is no upper age limit and more mature clients attend Center programs as well.

The cohort of clients who are successfully rehabilitated in any given year generates tax revenues that substantially offset the Center's operating costs while developing Virginia's workforce with qualified employees. Without rehabilitation, those served by WWRC would likely not work and would impose substantial costs to the Commonwealth in terms of public assistance and other social services.

## **Other Clients**

WWRC may provide a limited number of rehabilitation programs for clients who are referred and funded by sources outside the Agency. The Center serves these clients to generate a limited amount of revenue and outreach, which often generates cases that are subsequently referred to DRS.

## **Financial**

WWRC considers its financial resources as a basis for strategic planning. Primary sources of funding are federal (flow through DARS VR Program) and state (direct Virginia General Assembly appropriation), as supplemented through revenues from third party similar benefit collections, collaboration with other state agencies, and federal grants.

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Available funds support a campus staffed 24 hours a day, seven days a week, providing vocational and medical rehabilitation services for about 350 clients on any given day. Approximately 260 full-time staff members are employed to deliver these services. Any change to financial resources, primarily at the federal and state levels (representing at least 95% of the Center's annual budget), requires careful scrutiny of core programs and personnel resources vis-à-vis available capacity and key accountability measures under WIOA. Irrespective of any adjustments that may be needed, the Blueprint provides a set of guideposts to ensure WWRC maintains alignment with its vision, mission and core services.

### Performance Metrics

Requirements under the Workforce Innovation and Opportunities Act (WIOA) define six key organizational performance measures for which the Agency, including WWRC as a major contributor, is held accountable:

- Employment Rate - Second/Fourth Quarter After Exit: Percentage of Program (Training) Participants who are in unsubsidized employment during the second and fourth quarter after exit from the program (4-6 months and 10-12 months respectively).
- Median Earnings – Second Quarter After Exit: The Median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
- Credential Attainment: Percentage of program participants who obtain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent during participation in or within one year after exit from the program.
- Measurable Skill Gains: Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.
- Effectiveness in Serving Employers – three approaches are being piloted looking at Retention (with the same employer); Repeat Business Customers; and Employer Penetration Rate.
- Business engagement - the Center's partnership with DARS and Business Development Managers in reaching out to businesses and forming relationships that result in employment of consumers and filling the pipeline for business and industry's labor needs.

WWRC also contributes to key Agency requirements under WIOA governing Pre-Employment Training Services (Pre-ETS), including the requirement that 15% of federal VR funding be reserved to provide Pre-ETS services for Students with Disabilities who are eligible or potentially eligible for VR services. WWRC contributes to the Agency's Pre-ETS annual goal, through defined and approved Vocational Services that meet the federal definitions for Student with a Disability (SWD) and authorized Pre-ETS services.

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Required Pre-ETS services include:

- Job exploration counseling
- Work-based learning activities
- Counseling on opportunities for enrollment in comprehensive transition or post-secondary educational programs
- Workplace readiness training
- Instruction in self-advocacy

WWRC Performance Metrics and Blueprint growth initiative goals are dually aligned with core Principles of CSAVR's 2020 Vision as follows:

- VR is mission driven and dual customer focused
- VR leads change through innovative and cutting edge practice
- VR customizes services to meet the needs of the individual and business customers
- VR creates partnerships to maximize resources and opportunities

### Key Operations

**Vocational Training:** Since 2012, WWRC has intentionally engaged in tactical *Blueprint* initiatives to deliver quality workforce-driven training programs through its Vocational Training Department, operated as a well-equipped 102,000 sq. ft. vocational training school. Curriculum is shaped, molded, and continuously evaluated by forces within Virginia's economy and labor market through continuous employer and business engagement, consultation and technical assistance. VR clients are prepared for jobs and career pathways that contribute to attainment of WIOA performance goals.

Workforce preparation and training services are delivered in accordance with federal and Commonwealth of Virginia Department of Education (VDOE) special education laws and regulations, and quality standards and expectations of the Accrediting Commission of the Council on Occupational Education (COE), as well as WIOA regulatory guidance. Services include workforce training, education and other supports that result in industry-recognized credentials and competitive employment outcomes for persons served. This is achieved in partnership with DARS and through continuous employer engagement.



Bonus Link: [Manufacturing Technology Training Program link](#)

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Core objectives include:

- Maintain average daily census of WWRC's training programs at 90% or better. Numbers represent daily enrollment/seat availability for each area, as follows, with total capacity of 243:
  - Automotive 12
  - Business Info Tech 45
  - Culinary Skills/Food Service 36
    - External Training 48
    - Health Occupations 24
  - Manufacturing Technology 12
    - Materials Handling 45
    - Production/Assembly 21
- Document performance that addresses WIOA reporting requirements relative to WIOA Core Measures and Pre-ETS Services and successfully reflects WWRC's contribution to the Agency VR Program under WIOA regulations.
- Maintain accreditation status with the [Council on Occupational Education](#). Maintain status as an approved test administration site for ACT WorkKeys, Pearson VUE (A+, Net+, and GED) and CollegeBoard Accuplacer (HEA Title IV Ability to Benefit) exams, as well as a designated LEA/SOP by the Virginia Department of Education.

**Medical to Work Rehabilitation:** Medical to Work Rehabilitation provides programs and assistive technology to address the complex needs of clients with physical, cognitive and/or sensory disabilities that will result in improved independence and employability. WWRC operates a 60,000 sq. ft. medical rehabilitation facility that is a certified Comprehensive Outpatient Rehabilitation Facility (CORF). WWRC Medical to Work Rehabilitation Services provides critical support to clients residing at WWRC with primary enrollment in vocational services.

The CORF provides physical, occupational, speech/language and cognitive therapies and psychotherapy. Evaluation services are provided in the areas of assistive technology, neuropsychology, physical medicine, psychology, audiology, along with brain injury and spinal cord injury clinics. Recommendations for equipment and technology may be processed through our Durable Medical Equipment (DME) department, accredited by Accreditation Commission for Health Care (ACHC). The department is staffed to identify payers, explain Insurance coverage, obtain preauthorization and process orders.

Clients requiring nursing and attendant care while participating in comprehensive vocational/medical to work rehabilitation programs reside in Rothrock Hall, a fully accessible housing unit. Residential vocational/medical programs are provided under the direction of the WWRC physician who specializes in physical medicine. Behavioral Health Services Department Clinicians function as part of the WWRC Medical Rehabilitation Team to assist clients in achieving their optimal level of independence in community living.

Pharmacy, lab and X-ray services are provided through a community medical facility contract.

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A health clinic is available specific hours daily to all residents for scheduled doctor appointments or administration of medications and treatments. Clients with acute medical needs & emergencies are transferred to the local medical center.

### SafeGait@360 Balance and Mobility Trainer



Core objectives include:

- Maintain [Rothrock Hall](#) average daily census at 90% or better (10 medical; 10 vocational), all supported with nursing and attendant care.
- Sustain the annual number of medical rehabilitation cases at 1300 to include:
  - [rehabilitation medicine](#)
  - [physical work performance evaluations](#) (PWPE)
  - [medical therapy](#) and evaluation services
  - [driving evaluation](#) and training services
  - [assistive technology evaluations](#)
  - (includes [seating and wheelchair evaluations](#))
  - [Behavioral health services](#)
- Maintain the annual percent closed successfully by DRS that received Medical Rehabilitation Services at 60% or better.

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**Vocational Evaluation (VE):** People with disabilities frequently require vocational evaluation and training to reach their employment goals. VE services identify appropriate career goals that simultaneously address individual needs and local area job market opportunities. WWRC operates a “hands-on” vocational evaluation lab with an extensive array of testing and diagnostic work samples, resulting in a written report that facilitates effective vocational planning.

Vocational Evaluation’s core objective is to provide 1,020 vocational evaluations annually, 450 of which will be for PERT clients.

**Performance for the following two programs is documented under WIOA Pre-ETS Services for the DARS Agency, per WIOA and Agency reporting requirements.**

**Postsecondary Education Rehabilitation Transition (PERT):** Effective evaluation of youth with disabilities during secondary school facilitates better employment outcomes. PERT provides a comprehensive vocational, residential/social evaluation of youth in transition in collaboration with DRS and the Virginia DOE’s local school divisions across the Commonwealth.

PERT’s core objective is to provide 450 PERT evaluations annually {WIOA Combined Plan}.

**Pre-Employment Readiness and Education Program (PREP):** Many clients with disabilities require intensive training in social skills, and pre-employment workforce readiness in order to achieve vocational success. To that end, WWRC operates a nine-week PREP program with the goal of exposing a client to workforce expectations and acceptable workplace behaviors.

Core objectives include:

- Maintain average daily census at 90% or better (range: 65-72).
- 250 or more clients will complete PREP services annually and successfully transition to additional training or employment {WIOA Combined Plan}

**Rehabilitation Counseling:** Counseling and case management services are provided by qualified WWRC Rehabilitation Counselors in collaboration with the Agency DRS. Defined rehabilitation teams are critical to support VR clients’ programs that address barriers to employment.

The Rehabilitation Counseling Division has established specialty caseloads by dividing into multiple teams. WWRC Rehabilitation Counselors maintain close partnerships with DRS Counselors whose clients are attending WWRC for effective communication and client planning/coordination of services.

Core Objectives include:

- Provide quality counseling and case management support services for an average daily census of 350. Each Rehabilitation Counselor will maintain an average caseload of 35-40 clients.

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- Rehabilitation Teams will operate in accordance with established AGM standards, expectations, and protocols, as documented and perceived by consumers, team members, and, sponsors

**Residential Services:** People with disabilities are willing to enroll in a comprehensive rehabilitation center away from home for a limited period of time to pursue goals of independence and employment. WWRC maintains two residence halls, recreation facilities, eight cottages, [a lake with accessible hiking trails](#), a dining facility and an inter-denominational chapel. These are staffed by qualified personnel who provide a high quality campus life experience. Residential Services is focused on the following objectives and the professional development plan for the division is built around them:

- Engage –Consistently, positively and proactively interact with the clients that we serve.
- Observe, Intervene and Document –Consistently observe, intervene and document behaviors both desired and undesired.
- Strengthen Teamwork – At all times work to make teams stronger, support teammates, hold each other accountable and give constructive feedback.

Residential Services Core objective is to deliver quality residential services in a safe environment for an average daily census of 300.

**Organizational Development & Quality Assurance:** The OD&QA Division is accountable for organizational leadership and expert consultation in areas of policy development, strategic planning, performance management, workforce development, knowledge management, and targeted grant and research initiatives. The OD&QA Division also centrally coordinates content updates to WWRC internet and intranet sites as well as to the *WWRC Administrative Governance Manual* (AGM) SharePoint site. Housed in the Mary E. Switzer Building of the WWRC campus, the Division provides oversight for and monitors building use and security. OD&QA's core objectives include:

- Maintain the WWRC AGM current and relevant.
- Identify alternative funding sources (non-operating budget) to support expanded organizational and professional development initiatives, as appropriate.
- Collaborate with the Agency's DRS and Virginia Assistive Technology System (VATS) to provide Assistive Technology (AT) Training for 40-45 Agency employees and partners {WIOA Combined Plan}.
- Collaborate with the DRS Training Coordinator and WWRC Program Staff to prepare and conduct New Counselor Skills Training (NCST) three times annually.

**Admissions Services:** Admissions Services maintains effective relations with referral sources and effectively facilitates appropriate admissions to WWRC. Its core objective is to process at least 3,000 applications annually that supports an average daily census of 350.

**Business Office, Human Resources, Information Services and Records Management:** These administrative functions are critical to WWRC's mission and exist to support Center operations. They allow WWRC to maintain legal and regulatory compliance.

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**Facility Operations:** A comprehensive rehabilitation facility must have adequate capability to care for and maintain its campus for the health and safety of clients, staff and visitors. Resource stewardship is critical to achieving long-term use of amenities. Safety is essential to the operations of a comprehensive rehabilitation center. WWRC operates a [Police Department](#), authorized as a local law enforcement agency, staffed with eight certified police officers. The primary purpose of the WWRC Police Department is to support the rehabilitative process through the maintenance of a peaceful and orderly community and through the provision of general and emergency services.

Physical Plant Services offers a full complement of maintenance shops, equipment, and vehicles suitable for the support of a 223- acre campus (497,000 sq. ft. operational building space). Services include facility maintenance, grounds care, housekeeping, transportation and capital services.

Safety and Risk Management provides a safe working, learning and living environment for all. Services include safety inspections, accident review and analysis, insurance policy management and claims, policy maintenance and [emergency preparedness](#) for the Center.

[The Blue Ridge Inter-City Transit Express \(BRITE\)](#), in partnership with WWRC, provides a public transit option connecting the Center with the neighboring cities of Staunton and Waynesboro. WWRC utilizes the bus routes for off-site Vocational Training Programs and Pre-Employment Readiness and Education Program (PREP) opportunities in teaching clients about the use of public transit, as well as for Recreational Therapy options for after-hours events for residential students. Outpatient and day clients also use the transit service to travel to the center for medical and vocational services.

Space planning for the Center is conducted keeping a focus on the need to effectively and efficiently perform core mission-oriented services.

Core objectives for Facility Operations include:

- Sustain a safe, clean and well maintained campus.
- Maintain legal and regulatory compliance.
- Maintain compliance with the Jeanne Clery Act as documented in the annual campus security report housed on the WWRC website.
- Support WWRC clients by safely transporting them to and from WWRC.

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### 2018-2020 Wilson Workforce and Rehabilitation Center (WWRC) Growth Priorities

WWRC continues a strong tradition of evolving biennial growth objectives that are mission-centric and that build capacity and/or expand services and programs, based on prior year Blueprint initiatives. WWRC's mission is clearly focused on helping individuals with disabilities become employed. Through 2020, the forecast indicates WWRC will be a key provider of service to the Agency's clients. In all likelihood, DARS will remain in an [Order of Selection](#). WWRC will need to continuously align its resources, staffing patterns, and service/program offerings to meet the complex array of needs of individuals with disabilities and changing customer and referral source priorities, as balanced by workforce demands, industry standards and shifting economic markets. Alignment of resources and staffing patterns must take into consideration a growing number of employees in critical positions who are currently in or nearing retirement-eligible status.

A final critical set of factors influencing WWRC 2018-2020 growth priorities are its essential relationship to the Agency and related performance in the planning, delivery, documentation, and reporting of WIOA activities, as defined by federal laws and regulatory guidance. This, combined with CSAVR Vision 2020 Principles, present unique opportunities for WWRC to embrace new leadership challenges and to continue to evolve best practices in rehabilitation within the context of this evolving national agenda. Potential changes at the federal level, federal match requirements, and the evolving state budget at time of the writing of this Blueprint may impact WWRC's future operating budget. If this occurs, careful scrutiny of all WWRC programs and services, as well as growth initiatives, will be required to determine potential adjustments to be made. Federal WIOA Core Measures and Pre-ETS services, as well as alignment with the CSAVR 2020 Vision will serve as guideposts, and adjustments will be made based on the greatest benefit for the largest number of people (ethical allocation of limited resources).

In the summer of 2012, the Wilson Workforce and Rehabilitation Center (WWRC) vision was refocused to align and clarify standards and expectations in fulfilling the WWRC mission, at both organizational and individual employee levels. This process followed a period of deep reflection, considering challenges withstood, successes realized, and "lessons learned" over the past decade vis-à-vis the emergence of DARS, the Center's future and opportunities for strengthened service to its clients—Virginians with Disabilities. Perspectives represented by the Virginia Department for Aging and Rehabilitative Services (DARS) Commissioner, the Division of Rehabilitative Services (DRS) Director and Regional Director Team, the State Rehabilitation Council (SRC), and the National Consortium of State Operated Comprehensive Rehabilitation Centers (NCSOCRC) provided valuable insights and benchmarks. Most importantly, however, ongoing formal and informal feedback obtained from WWRC's clients and their families regarding their "WWRC experience" as it relates to attainment of Vocational Rehabilitation (VR) goals and fulfilling the Center's mission established the framework.

Over the past six years, WWRC has made significant progress in automating and streamlining its admissions processes, providing clarity with key partners regarding its scope of services, evolving workforce-driven training programs that respond to rapidly changing job markets across the Commonwealth and result in successful employment outcomes for

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Agency clients served, realigning the Pre-Employment Readiness and Education Program (PREP) for work readiness clarity, strengthening rehabilitation team operations and behavior programming across Center operations, and, cultivating the ‘medical to work’ outreach model. During the 2016-2018 Blueprint cycle, WWRC fully implemented its newly created Student Code of Conduct and related governance protocols.

Its internet-based [Administrative Governance Manual \(AGM\)](#), initiated during the 2014-2016 Blueprint cycle and fully implemented during the subsequent biennium under clearly defined business processes, provides WWRC’s cultural context, governance authority & leadership direction, its policies and procedures, standards and expectations, as well as links to key internal/external resources critical to Center operations. The goal of this Manual is to ensure that WWRC is governed in an effective and efficient manner and that staff operate in an environment where their role and function is both clear and compelling. Policies and procedures contained within are designed to create order, structure, and a common understanding of accountability standards and expectations for how business gets accomplished, measured, and continuously evaluated for program and process improvements.

WWRC Growth Priorities for the 2018-2020 biennium will leverage and expand on accomplishments to-date, including the WWRC Vision for Business Engagement, Workforce-Driven Vocational Training and Medical-to-Work Models, and WIOA implementation. WWRC Growth Priorities for 2018-2020 will also continue to evolve and strengthen relationships and collaboration with Agency and workforce partners to realize successful Vocational Rehabilitation (VR) outcomes for Agency clients who attend WWRC. Emphasis will continue to be given to accountability and process-driven systems across Center operations.

In all initiatives, WWRC will seek to build, strengthen, and nurture effective working relationships with Agency resources including (but not limited to) DARS/DRS District Managers, Business Development Managers, and Rehabilitation/Placement Counselors, as well as with workforce and community partners. WWRC will also continue to partner with the [WWRC Foundation](#) to leverage resources in support of Center growth priorities, including use of [VR Workforce Studio](#) podcasts to share stories of employment, education and training, vocational rehabilitation, and the champions of employment who hire people with disabilities.

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**Priority Statement #1:** To integrate a working understanding of WIOA requirements within WWRC’s organizational culture.

Lead(s) Responsible: WWRC Executive Team and all Center Managers/Supervisors

Performance Accountability Measures:

WIOA Core	WIOA Pre-ETS	CSAVR Vision 2020
<ul style="list-style-type: none"> <li>• Second/Fourth Quarter Retention</li> <li>• Second Quarter Median Earnings</li> <li>• Credential Attainment</li> <li>• Measurable Skill Gains</li> <li>• Serving Employers</li> <li>• Business Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Job Exploration Counseling</li> <li>• Work-Based Learning</li> <li>• Transition or Postsecondary Educational Program Counseling</li> <li>• Workplace Readiness Training</li> <li>• Self-Advocacy Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• VR is mission driven and dual customer focus</li> <li>• VR leads change through innovative and cutting-edge practice</li> <li>• VR customizes services for individual and business customers</li> <li>• VR creates partnerships</li> </ul>

Key Activities include:

- Create and implement a variety of education, training, and other learning activities to facilitate staff understanding of WIOA elements, impact on operations, and accountability measures.
- Develop and implement internal business processes aligned with Agency requirements that facilitate timely and responsive WIOA performance documentation. Document business processes in the AGM and within department operations manuals for historical reference, standardization, and implementation consistency. Reinforce accountability measures within employee EWP core responsibilities and position expectations.
- Establish a time-limited workgroup to develop, pilot, and evaluate short-term programs for WIOA Pre-ETS populations.
- Facilitate ongoing dialogue with the Agency that results in effective WIOA performance management.

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**Priority Statement #2:** To continue to align and strengthen WWRC Vocational Services with Virginia’s priority workforce development initiatives and facilitate state, regional, and local workforce and Agency partnerships that result in enhanced employment outcomes for VR clients served through WWRC.

Lead(s) Responsible: WWRC Career and Workforce Development Division Administrative Team and WWRC Director

Performance Accountability Measures:

WIOA Core	WIOA Pre-ETS	CSAVR Vision 2020
<ul style="list-style-type: none"> <li>• Second/Fourth Quarter Retention</li> <li>• Second Quarter Median Earnings</li> <li>• Credential Attainment</li> <li>• Measurable Skill Gains</li> <li>• Serving Employers</li> <li>• Business Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Job Exploration Counseling</li> <li>• Work-Based Learning</li> <li>• Transition or Postsecondary Educational Program Counseling</li> <li>• Workplace Readiness Training</li> <li>• Self-Advocacy Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• VR is mission driven and dual customer focus</li> <li>• VR leads change through innovative and cutting-edge practice</li> <li>• VR customizes services for individual and business customers</li> <li>• VR creates partnerships</li> </ul>

Key Activities include:

- Build capacity, expand, and refine WWRC’s workforce training programs to align with the Center’s Vision for Business Engagement within Virginia’s economy and that fill industry skills gaps with a highly qualified, untapped labor pool, to include (but not limited to): Manufacturing Technology and Manufacturing Production partnerships with the Manufacturing Skills Institute (MSI) and Virginia Manufacturing Association (VMA); CVS Health Partnership for implementation of a new pharmacy tech training program in addition to the CVS Mock Store; and, implementation of the Microsoft Imagine Academy through a recently signed agreement with disAbleD Persons, Inc.
- Complete requirements to attain Certiport-certified status relative to the Microsoft Imagine Academy initiative.
- Build capacity, expand, and refine diverse corporate and sector strategies aligned with WWRC’s Vision for Business Engagement, in collaboration with Agency Business Development Managers, the Virginia Workforce Council, and relevant workforce/education/business partners.
- Document alignment with the revised WIOA Career Pathway Definition and expand access to WIOA and industry-recognized workforce credentials and workplace certifications across all WWRC workforce training programs, aligned with WIOA Career Pathway Definitions.
- Continue to evolve potential partnerships for Registered Apprenticeships.
- Strategically collaborate with the DRS Director and the Deputy Director for Workforce Development and their respective teams.
- Measure, monitor, and document the effectiveness of WIOA-based, workforce-driven vocational services in facilitating successful employment outcomes for VR clients served through WWRC, in collaboration with DARS/DRS and emphasizing the value of community resources during the transition back to the home community.
- Maintain WWRC’s newly developed [Business Engagement SharePoint site](#) to document, track, and monitor the frequency, types, and outcomes resulting from WWRC’s Business Engagement initiatives and to serve as an online repository of documents, photos, podcasts, and social media stories that demonstrate WWRC’s Vision for Business Engagement in Action.
- Explore strategies to maximize PERT Services in serving Agency Pre-ETS populations, as documented in AWARE and through Agency reporting in alignment with WIOA requirements
- Explore strategies to strengthen the identification of eligible career pathway opportunities and the identification of potential Pre-ETS services for VR consumers through Vocational Evaluation Services.

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**Priority Statement #3:** To continue to expand statewide referral development and strengthen WWRC’s mission-centric ‘Medical to Work’ Model, within available capacity and resources.

Lead(s) Responsible: WWRC Medical Rehabilitation Division Director, WWRC Medical Case Manager, and designated DARS/DRS Lead Rehabilitation Counselor

Performance Accountability Measures:

WIOA Core	CSAVR Vision 2020
<ul style="list-style-type: none"><li>• Second/Fourth Quarter Retention</li><li>• Second Quarter Median Earnings</li><li>• Serving Employers</li><li>• Business Engagement</li></ul>	<ul style="list-style-type: none"><li>• VR is mission driven and dual customer focus</li><li>• VR leads change through innovative and cutting-edge practice</li><li>• VR customizes services for individual and business customers</li><li>• VR creates partnerships</li></ul>

Key Activities include:

- Prioritize utilization of all WWRC medical rehabilitation services with emphasis on ‘return to work’, aligned with and supportive of WIOA core measures and within available capacity and resources.
- Continue to build capacity and refine, as appropriate, the current outreach model targeting statewide referral development for Rothrock Hall medical services.
- Continue to develop and provide innovative ‘Medical to Work’ Services and resources that enhance Vocational training curriculums and support a positive living and learning residential environment leading to WIOA recognized outcomes.
- Measure, monitor, and document the effectiveness of the expanded ‘Medical to Work’ model, leveraging and refining existing metrics and business processes.

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**Priority Statement #4:** To facilitate the evolution of Rehabilitation Counseling Division systems and processes aligned with WIOA and to implement recommendations from prior year *Blueprint* initiatives relevant to Rehabilitation Counseling practices and Rehabilitation Team operations.

Lead(s) Responsible: WWRC Rehabilitation Counseling Manager and Dean of Students

Performance Accountability Measures:

WIOA Core	WIOA Pre-ETS	CSAVR Vision 2020
<ul style="list-style-type: none"> <li>• Credential Attainment</li> <li>• Measurable Skill Gains</li> </ul>	<ul style="list-style-type: none"> <li>• Job Exploration Counseling</li> <li>• Work-Based Learning</li> <li>• Transition or Postsecondary Educational Program Counseling</li> <li>• Workplace Readiness Training</li> <li>• Self-Advocacy Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• VR is mission driven and dual customer focus</li> <li>• VR leads change through innovative and cutting-edge practice</li> <li>• VR customizes services for <b>individual</b> and business customers</li> <li>• VR creates partnerships</li> </ul>

Key Activities:

- Restructure the WWRC Rehabilitation Counseling Division *Operations Manual* for alignment with WIOA requirements and AGM procedures and expectations. Publish the *Operations Manual* in an easy-to-access electronic reference format such as a SharePoint site that is linked to the AGM.
- Finalize and implement formal training programs and ongoing education and professional development opportunities that reinforce consistent application of written standards, expectations, and business processes, resulting in clarity of Rehabilitation Counselor and Rehabilitation Team member roles, efficient operations of WWRC Rehabilitation Teams, and compliance with Performance Accountability Measures.
- Implement routine and ongoing QA audits to document level of compliance with established standards, expectations, and business processes for Rehabilitation Team operations, with a focus on strengthened accountability and continuous quality improvement. Measure and monitor the effectiveness of documented Rehabilitation Team processes, from the perspective of DARS/DRS Rehabilitation Counselors, WWRC Rehabilitation Team members, and consumers served.
- Facilitate attainment of credentials leading to full Rehabilitation Counselor status for identified Rehabilitation Counselor Trainees in the Rehabilitation Counseling Division through participation in an approved Rehabilitation Counseling Master’s Degree Program and eligibility to sit for the Certified Rehabilitation Counselor (CRC) exam.
- Clarify the role of staff interpreters as a support to the Rehabilitation Counselor and Rehabilitation Team operations and strengthen the overall quality of WWRC Interpreter Services.

## 2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)

**Priority Statement #5:** To refine WWRC’s capacity for effective and efficient management of growing Wait Lists.

Lead(s) Responsible: WWRC Pegboard Team

Performance Accountability Measures:

CSAVR Vision 2020
<ul style="list-style-type: none"><li>• VR is mission driven and dual customer focus</li><li>• VR leads change through innovative and cutting-edge practice</li><li>• VR customizes services for <b>individual</b> and business customers</li><li>• VR creates partnerships</li></ul>

Key Activities:

- Continue to use the weekly Pegboard Team to monitor data trends (such as ‘no-show’ rates and Order of Selection predictors) and to explore strategies for meeting demand within predicted trends/patterns and existing capacity and resources.
- Explore potential technology applications that may facilitate new and/or expanded strategies for management of growing Wait Lists.
- Implement effective strategies for management of customer expectations relative to Wait Lists.

**2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)**

**Priority Statement #6:** To increase capacity for Use of Instructional Technologies that support core Performance Accountability Measures, within available resources.

Lead(s) Responsible: ITAC

Performance Accountability Measures:

WIOA Core	WIOA Pre-ETS	CSAVR Vision 2020
<ul style="list-style-type: none"> <li>• Credential Attainment</li> <li>• Measurable Skill Gains</li> <li>• Serving Employers</li> <li>• Business Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace Readiness Training</li> <li>• Self-Advocacy Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• VR is mission driven and dual customer focus</li> <li>• VR leads change through innovative and cutting-edge practice</li> <li>• VR customizes services for individual and business customers</li> <li>• VR creates partnerships</li> </ul>

Key Activities include:

- Fully operationalize WWRC’s newly-sanctioned Instructional Technology Coordinating Subcommittee (ITCS), under written charter and reporting to the Information Technology Advisory Committee (ITAC). Prioritize activities based on ITAC direction and provide recommendations for consideration by WWRC Administration. Specific consideration will be given to:
  - The alignment and compatibility of Instructional Technologies used across the center to reduce cost and improve instruction capabilities
  - Training and support for staff members on the use of Instruction Technology tools and techniques
  - Working with Analysts and Administration to ensure appropriate Instructional Technologies and methodologies are available to support current and future student populations
  - Maximize accessibility options for textbooks and other student references
  - Identification of personnel resources to research instructional technologies, train and develop staff in the latest methods and assist Information System team members in supporting these advances
- Explore strategies to leverage use of WWRC’s new .edu domain for expanded access to teaching/learning resources across programs/services for benefit of WWRC consumers. Specific consideration will be given to:
  - Research and Implementation of G Suite for education
  - Alignment and consistency of student email addresses across the instruction areas to reinforce its use and enable alumni to remain connected to WWRC after completing their program or service

## 2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)

**Priority Statement #7:** To strengthen WWRC Customer Satisfaction Policies and Procedures.

Lead(s) Responsible: WWRC Executive Team, Managers and Supervisors

Performance Accountability Measures:

CSAVR Vision 2020
<ul style="list-style-type: none"><li>• VR is mission driven and dual customer focus</li><li>• VR leads change through innovative and cutting-edge practice</li><li>• VR customizes services for <b>individual</b> and business customers</li></ul>

Key Activities include:

- Provide orientation for managers and supervisors in access to and use of a new SharePoint site serving as a repository of Focus Group and Exit Survey feedback from WWRC consumers and facilitate systems and business processes for ongoing review and use of the data to improve the quality of services and programs.
- Prioritize the “Take Care of Customers” element of WWRC’s Vision as an area for targeted quality improvement, based on thematic findings of recent Customer Satisfaction data compiled to-date and reported in accordance with [AGM 2.4.20](#). Develop responsive strategies to include (but not limited to) clarity of standards and expectations and ongoing orientation, training, and education opportunities.
- Develop and implement an ongoing written plan and related business processes to address common themes identified through [WWRC’s Customer Satisfaction System](#).
- Establish and implement a system for an annual review of Focus Group and Exit Survey questions and refine/adjust as indicated.

## 2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)

**Priority Statement #8:** To implement effective Organizational Succession Planning and Knowledge Transfer strategies.

Lead(s) Responsible: WWRC Executive Team, in consultation with HR

Performance Accountability Measures:

CSAVR Vision 2020
<ul style="list-style-type: none"><li>• VR is mission driven and dual customer focus</li><li>• VR leads change through innovative and cutting-edge practice</li><li>• VR customizes services for individual and business customers</li><li>• VR creates partnerships</li></ul>

Key Activities include:

- Explore and facilitate organizational business strategies to ensure quality organizational succession planning and knowledge transfer activities that are responsive to (un)anticipated retirements/staff departures and known attrition trends/patterns.
- Create opportunities for strategic cross-learning of skills, peer mentoring, and leadership development across operations.

**2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)**

**Priority Statement #9:** To complete Phase II renovations for the R. N. Anderson Training and Harold E. Watson Recreation Buildings, resulting in enhanced access to and quality of evaluation and training space that support VR customers within WWRC’s living and learning campus environment.

Lead(s) Responsible: WWRC Facility and Capital Services Director, in consultation with the WWRC Executive Team

Performance Accountability Measures:

WIOA Pre-ETS	CSAVR Vision 2020
<ul style="list-style-type: none"> <li>• Job Exploration Counseling</li> <li>• Work-Based Learning</li> <li>• Transition or Postsecondary Educational Program Counseling</li> <li>• Workplace Readiness Training</li> <li>• Self-Advocacy Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• VR is mission driven and dual customer focus</li> <li>• VR leads change through innovative and cutting-edge practice</li> <li>• VR customizes services for individual and business customers</li> <li>• VR creates partnerships</li> </ul>

Key Activities include:

- To monitor and evaluate contractor performance, taking corrective action, as needed, that will result in timely occupancy of fully renovated space within the Training and Recreation Buildings.
- To implement organizational strategies that will effectively address compressed operations in the Training and Recreation Buildings during the renovation period, with least disruption and minimal impact on overall campus stability and service quality.
- Engage ITAC Instructional Technology Coordinating Subcommittee to ensure:
  - Classrooms in renovated spaces incorporate universal design strategies and student accommodations to maximize effectiveness of instruction
  - Research and determine the possibility of implementing an Individual Positioning System (IPS) or alternatives to facilitate student route finding capability improvements

## 2018-2020 WWRC Blueprint for Direction (rev. 2/21/18)

**Priority Statement #10:** To nurture targeted external partnerships that support the WWRC mission, WIOA requirements and the CSAVR 2020 Vision.

Lead(s) Responsible: WWRC Executive Team

Performance Accountability Measures:

CSAVR Vision 2020
<ul style="list-style-type: none"><li>• VR is mission driven and dual customer focus</li><li>• VR leads change through innovative and cutting-edge practice</li><li>• VR customizes services for individual and business customers</li><li>• VR creates partnerships</li></ul>

Key Activities include:

- Continue to partner with the WWRC Foundation for the creation and broadcast of [VR Workforce Studio](#) podcasts to share stories of employment, education and training, vocational rehabilitation, and the champions of employment who hire people with disabilities.
- Continue to leverage resources of the WWRC-Foundation to support WWRC's mission, WIOA requirements, and the CSAVR 2020 Vision through fundraising, support and outreach.
- Support the [Virginia Wounded Warrior Program](#) and serve veterans referred to WWRC.