

Bay Consortium Workforce Development Area (XIII) Local Plan 2017-2021

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King George County • King William County • Lancaster County • Mathews County •
Middlesex County • Northampton County • Northumberland County • Richmond
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Table of Contents

2018 LOCAL PLAN UPDATE REQUIREMENTS..... 5

Changes in Labor Market and Local Economic Conditions 5

Changes in Financing to Support WIOA Title I and Partner Provided Services ... 6

Changes to the Bay Consortium Workforce Development Board Structure..... 6

The Need to Revise Strategies to Achieve Local Performance Goals..... 6

Executive Summary 6

Workforce Demand/Supply Analysis 7

Labor force participation..... 8

Population by Age..... 8

Race and Ethnicity 10

Population by Gender..... 11

Population Change..... 12

Income (Median and Per Capita)..... 13

Poverty and SNAP..... 15

Commute Time/Patterns..... 15

Union Membership 16

Educational Attainment 16

Housing (Median Value, Renter-Occupied, and Occupied w/ No Vehicle) 18

Existing and Emerging Industries for Bay Consortium Region 18

Employment 19

Replacement Demand 21

Growth Demand 21

Potential Workforce Supply Gaps/Surpluses 22

Projected Employment 23

Largest Employers 24

Unemployment Data for the Bay Consortium Workforce Development Area ... 25

Policy Emphasis..... 29

SWOT Analysis 31

Vision and Goals..... 37

Mission Statement..... 37

Vision Statement..... 37

Strategy and Partnerships 39

Additional Strategic Elements..... 42

Regional Vision for Workforce Development 42

Protocols for Planning Workforce Strategies that Anticipate Industry Needs ... 42

Needs of Incumbent and Underemployed Workers in the Region, Development of Partnerships and Guidelines, and Standards and Metrics for Operational Delivery 43

Alignment of Monetary and Other Resources, Including Private Funds and In-Kind Contributions to Support Workforce Development..... 45

Generation of New Sources of Funding to Support Workforce Development in the Region..... 45

Local Workforce Development System Elements: Programs/Partners Overview
Programs Included in the System 46

BCWDB Supports the Strategy Identified in the State Plan §676.105 46

Entities Carrying out Workforce Development Including Programs of Study under the Carl D. Perkins Career and Technical Act of 2006 to Support Service Alignment..... 46

Community Colleges 47

Chief Local Elected Officials..... 47

Oversight, Monitoring, and Corrective Action for WIOA Title I Programs 48

WIOA Sunshine Provision for Staffing Plans 52

Collaborative Strategies 52

Facilitating the Development of Career Pathways and Co-enrollment in Programs..... 55

Improving Access to Activities Leading to a Post-Secondary Credential..... 55

Business Services 56

Economic Development Collaboration..... 62

One-Stop System 64

Site Locations 66

Adult and Dislocated Worker Services Provided 72

Rapid Response Coordination 75

Youth Services 75

Supportive Service Provision 105

Training Services 107

Collaboration with the Community Colleges 109

Collaboration with Education 110

Collaboration with Adult Education and Literacy..... 111

Priority of Service 113

Incorporation of Technology..... 117

Efficient and Effective Service Delivery 118

Fiscal Agent 121

Procurement 123

Performance 143

Quality Assurance..... 144

Public Comment Period 145

Attachments 146

References 147

Statement of Compliance, Plan Signatures & Fiscal Agent Designation 148

2018 LOCAL PLAN UPDATE REQUIREMENTS

At the end of the second year of the four (4) year comprehensive workforce development plan, the Bay Consortium Workforce Development Board must provide an update to the Virginia Community College System (VCCS). The Bay Consortium Workforce Development Board (BCWDB) and the Chief Local Elected Officials (CLEO) have reviewed the proposed local plan updates relating to the following:

- Changes in labor market and local economic conditions
- Changes in other factors affecting the implementation of the local plan, including but not limited to:
 - Changes in the financing available to support WIOA Title I and partner provided WIOA services
 - Changes to the Local WDB structure
 - The need to revise strategies to achieve local performance goals

BCWDB has updated the Local Workforce Development Plan as required in the Workforce Innovation and Opportunity Act (WIOA) Regulations § 679.580. Updates to the local plan will be made available to the public for comment for 30 days from to February 6, 2019 to March 6, 2019. After the comment period, the BCWDB and the CLEO will review the updated plan and comments and submit the updates to the VCCS for final approval.

Changes in Labor Market and Local Economic Conditions

The report details all changes to the labor market information for the Bay Consortium Workforce Development Area XIII, first, it contains the regional demographic

characteristics and trends, second, supplies similar information for the regional economy, and the third provides a profile of regional education characteristics. In summary, only exceptional changes to the data that was provided in 2016 in are indicated in this report.

Changes in Financing to Support WIOA Title I and Partner Provided Services

WIOA funding levels have been reduced from \$2,368,072.91 in Program Year 2017-18 to \$2,167,705.21 in Program Year 2018-19 resulting in a decrease of 10.92% total.

Changes to the Bay Consortium Workforce Development Board Structure

The structure of the Bay Consortium Workforce Development Board has remained the same since the initial plan submission in 2016.

The Need to Revise Strategies to Achieve Local Performance Goals

No change to strategies is required to achieve local performance goals. The strategies in place to achieve goals have been reviewed and found to be efficient and effective.

Executive Summary

The Bay Consortium Workforce Development Board (Bay Consortium) (BCWDB) collaborates with a wide variety of individuals, businesses, and organizations throughout the Commonwealth's Eastern region. Appointed by the chief local elected officials in Accomack, Caroline, Essex, King and Queen, King George, King William, Lancaster, Mathews, Middlesex, Northampton, Northumberland, Richmond, Spotsylvania, Stafford, and Westmoreland counties and the City of Fredericksburg, BCWDB serves as a convener to promote effective relationships between the workforce development system, economic development, education, and community partners in order to

strategically address the talent needs of local employers in Local Workforce Area XIII.

The Local Workforce Development Plan for the Bay Consortium is the result of months of industry research, resource review, and partner collaboration. BCWDB views the Local Plan as a living document that will change as new workforce needs are identified and, while relatively technical in nature, it is the primary governing document for BCWDB strategies and activities that are carried. Initial development is based on guidance from the United States Department of Labor and the Virginia Community College System. Financed through the Department of Labor and codified in the Workforce Innovation and Opportunity Act of 2014, the four-year Local Plan supports the State of Virginia's vision and strategic goals and is updated every two years.

Workforce Demand/Supply Analysis

The Economic Profile and Workforce Demand and Supply Analysis of Area XIII (BCWDA) consists of data that has been produced by the Virginia Employment Commission (VEC), the U.S. Census Bureau, the Bureau of Labor Statistics, the National Center for Education Statistics, and data housed in LMI and Jobs EQ.

The analysis captures trends in the region's workforce demand and supply. The data begins with a demographic overview of the Bay Consortium WDA, progresses through industry and occupation snapshots highlighting key metrics such as employment sectors relative to wages earned by sector, changes in employment dynamics, current job ads, forecasted labor demand and supply, including potential gaps and surpluses.

The analysis also includes wage, labor, and unemployment trends, as well as the characteristics of the unemployed and the current skills, tools, and technology highlighted by employers currently hiring in and around the Bay Consortium Region.

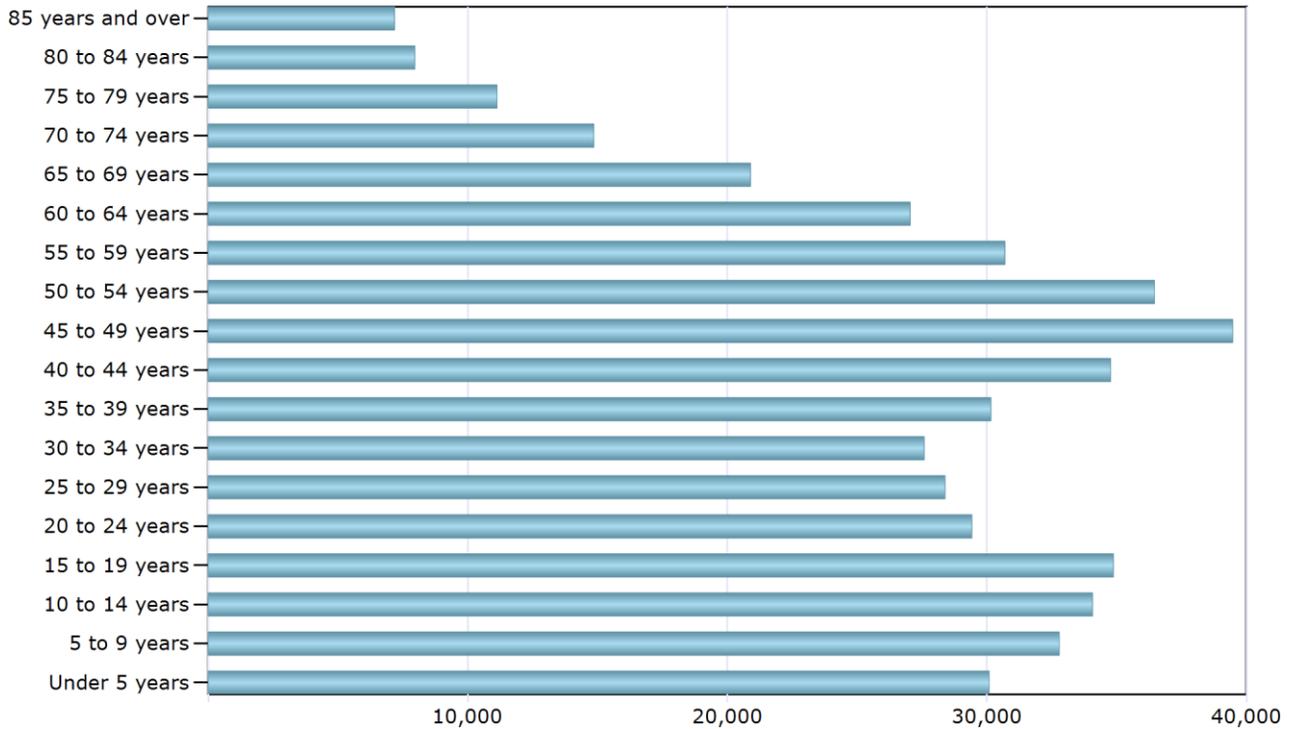
Labor force participation

Labor force participation is comparable across the three entities: 63.0% for the Bay Consortium WDA, 64.7% for the Commonwealth, and 63.3% nationally. The armed forces labor force in the Bay Consortium WDA is higher than the state or national percentage, at 1.8%, which is likely a function of the proximity of the military base Quantico.

Population by Age

The Bay Consortium WDA has a population of 477,723 individuals with an average annual growth of 5,513 and a projected 2020 population of 522,164. The median age is 38.9 which is only slightly higher than Virginia's median of 37.5 and the national median of 37.2. The WDA's age profile closely parallels that of Virginia and the nation, with 24.9% under the age of 18, 8.9% ages 18 – 24, 8.9% ages 25 – 64, and 13% age 65 and above.

Population by Age



	LWIA XIII	Virginia	United States
Under 5 years	30,082	1,019,250	20,201,362
5 to 9 years	32,783	1,023,698	20,348,657
10 to 14 years	34,063	1,022,492	20,677,194
15 to 19 years	34,869	1,101,930	22,040,343
20 to 24 years	29,412	1,144,182	21,585,999
25 to 29 years	28,380	1,128,684	21,101,849
30 to 34 years	27,580	1,052,154	19,962,099
35 to 39 years	30,148	1,080,126	20,179,642
40 to 44 years	34,760	1,137,730	20,890,964
45 to 49 years	39,465	1,242,310	22,708,591
50 to 54 years	36,455	1,185,690	22,298,125
55 to 59 years	30,685	1,025,190	19,664,805
60 to 64 years	27,039	884,738	16,817,924
65 to 69 years	20,889	640,604	12,435,263
70 to 74 years	14,854	459,004	9,278,166
75 to 79 years	11,126	347,858	7,317,795
80 to 84 years	7,956	261,602	5,743,327
85 years and over	7,177	244,806	5,493,433
	477,723	16,002,048	308,745,538

Source: 2010 Census.

Race and Ethnicity

Of those in the WDA, 71.4% are white compared with 68.6% in the Commonwealth and 72.4% nationally. Black or African Americans are 20.6% of the WDA, compared to 19.4% of the Commonwealth and 12.6% of the nation. For other races, 8.1% comprise the WDA while making up 12.1% of the Commonwealth and 15.0% nationally. Hispanic or Latino comprise a smaller share (6.8%) in the WDA when compared with Virginia (7.9%) and the nation (16.3%).

Population by Race/Ethnicity

	LWIA XIII	Virginia	United States
Total			
Total Population	477,723	16,002,048	308,745,538
Race			
White	341,299	10,973,704	223,553,265
Black or African American	98,314	3,102,798	38,929,319
American Indian or Alaska Native	2,178	58,450	2,932,248
Asian	8,382	879,780	14,674,252
Native Hawaiian/Pacific Islander	431	11,960	540,013
Other	12,903	508,556	19,107,368
Multiple Races	14,216	466,800	9,009,073
Ethnicity			
Not Hispanic or Latino (of any race)	445,351	14,738,398	258,267,944
Hispanic or Latino (of any race)	32,372	1,263,650	50,477,594

Source: 2010 Census.

Population Projections by Race/Ethnicity

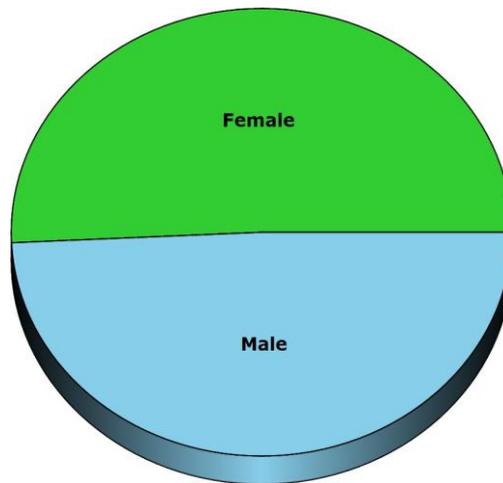
	2020	2030	2040
Total			
Total Population	522,164	591,390	651,041
Race			
White	333,237	355,548	358,505
Black or African American	103,649	110,513	114,952
Asian	13,280	21,774	33,595
Other	17,201	18,914	20,039
Ethnicity			
Hispanic or Latino (of any race)	54,796	84,645	123,949

Source: Weldon Cooper Center for Public Service.

Population by Gender

Of those in the WDA, 235,296 are male compared with 7,851,966 in the Commonwealth and 151,781,326 nationally. Females comprise 242,427 of the WDA, compared to 8,150,082 of the Commonwealth and 156,964,212 of the nation.

Population by Gender



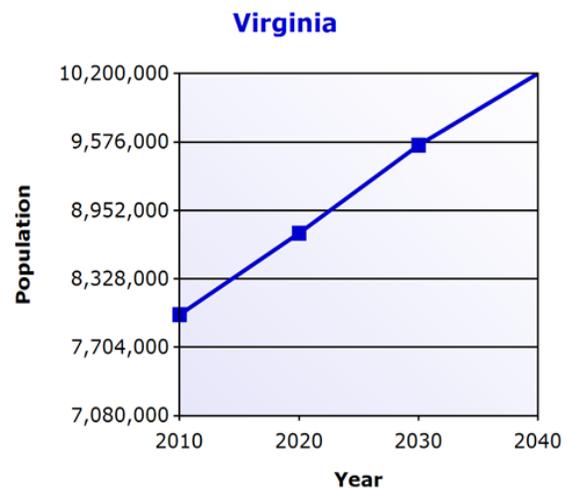
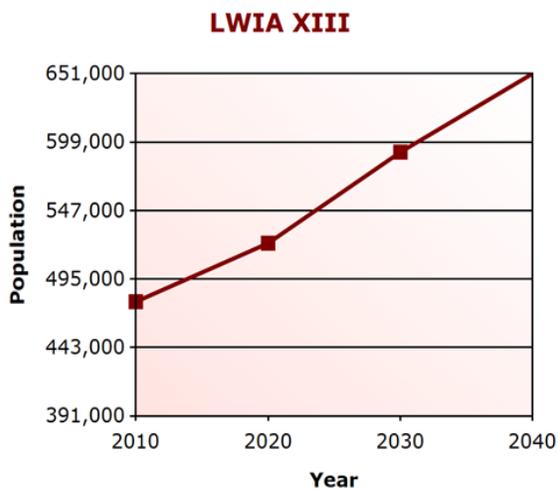
	LWIA XIII	Virginia	United States
Male	235,296	7,851,966	151,781,326
Female	242,427	8,150,082	156,964,212
	477,723	16,002,048	308,745,538

Source: 2010 Census.

Population Change

The population of the WDA is projected to grow 9.30% to 522,164 in 2020 and 13.26% to 591,390 in 2030.

Population Change



	LWIA XIII	(% change)	Number Change	Virginia	(% change)
2000	390,699			7,079,030	
2010	477,723	22.27 %		8,001,024	13.02 %
2020	522,164	9.30 %		8,744,273	9.29 %
2030	591,390	13.26 %		9,546,958	9.18 %
2040	651,041	10.09 %		10,201,530	6.86 %

Source: U.S. Census Bureau, Weldon Cooper Center for Public Service.

Population Projections by Age and Gender

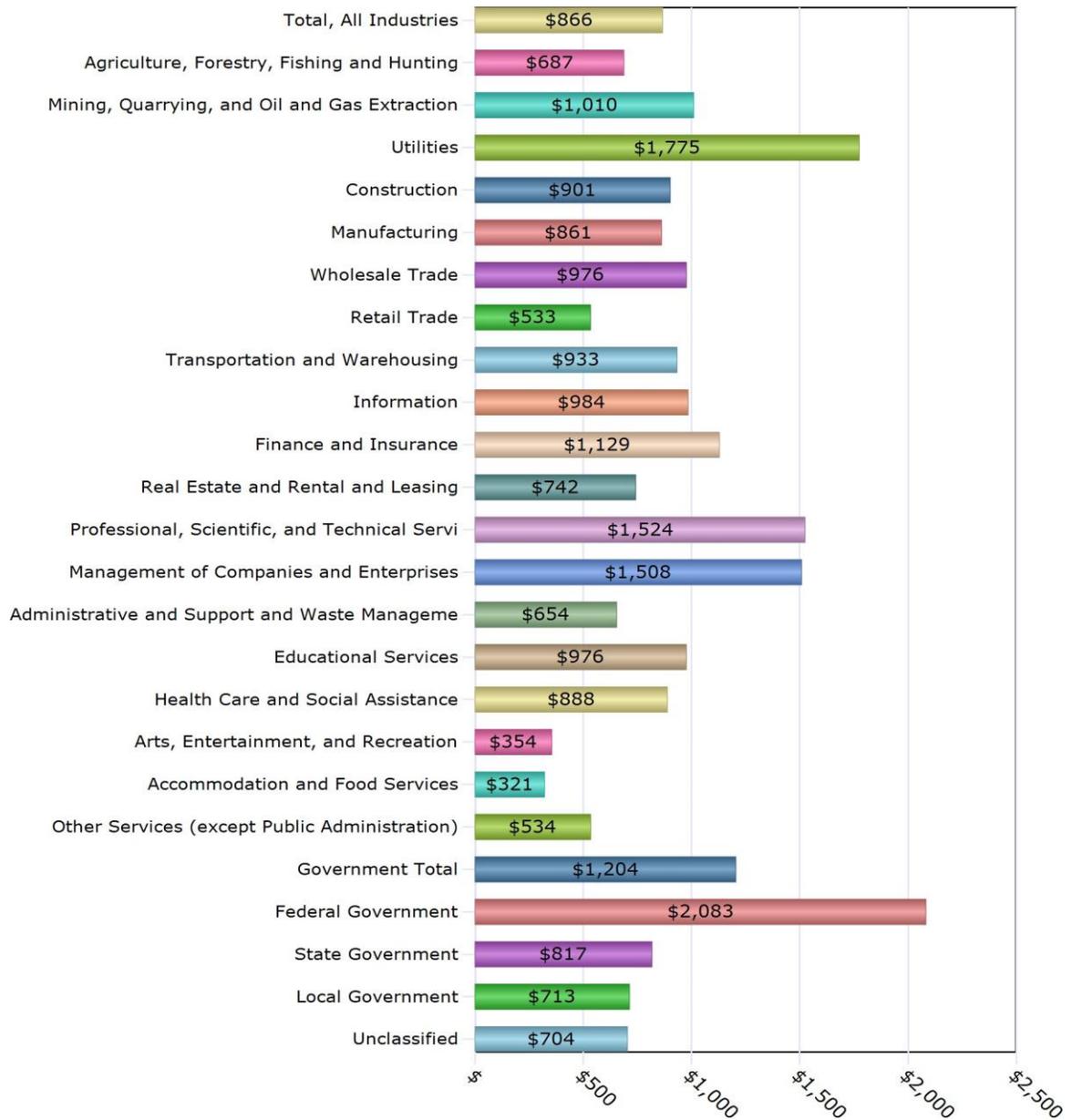
	2020		2030		2040	
	Female	Male	Female	Male	Female	Male
Under 5 years	15,461	16,236	17,636	18,508	19,065	19,987
5 to 9 years	16,372	16,855	19,066	19,585	20,857	21,395
10 to 14 years	16,945	17,941	19,074	20,173	21,551	22,768
15 to 19 years	17,234	17,431	18,644	18,845	21,444	21,672
20 to 24 years	14,403	15,250	16,091	16,845	17,860	18,722
25 to 29 years	15,906	16,550	16,832	17,441	18,006	18,645
30 to 34 years	17,134	16,773	18,229	17,802	19,721	19,280
35 to 39 years	17,261	16,707	21,288	20,469	22,021	21,213
40 to 44 years	15,973	15,223	21,096	19,972	22,184	20,958
45 to 49 years	15,961	15,371	19,140	18,429	23,230	22,350
50 to 54 years	17,190	16,917	16,373	16,102	21,155	20,850
55 to 59 years	18,901	17,924	15,812	15,035	18,648	17,751
60 to 64 years	17,580	16,286	17,035	15,875	15,939	14,868
65 to 69 years	15,616	14,471	18,657	17,247	15,813	14,605
70 to 74 years	13,119	11,636	16,517	14,653	16,280	14,413
75 to 79 years	9,145	7,663	13,306	11,048	15,889	13,142
80 to 84 years	5,822	4,100	9,805	6,848	12,322	8,596
85 years and over	5,987	2,816	8,121	3,793	12,199	5,640
	266,010	256,150	302,722	288,670	334,184	316,855
	522,160		591,392		651,039	

Source: Weldon Cooper Center for Public Service.

Income (Median and Per Capita)

According to the U.S. Census Bureau, American Community Survey, the median household income for the Bay Consortium WDA is slightly higher than the state and national median at \$69,810 (the Commonwealth at \$65,015 and the nation at \$53,889). The Bay Consortium WDA per capita income (pci) is \$31,386, slightly higher than the national pci of \$28,930, but slightly below Virginia's at \$34,152. *The Average Weekly Wage for all industries represented in the WDA is \$866.00 as described in the chart below.*

Average Weekly Wage by Industry



Note: Asterisk (*) indicates non-disclosable data.

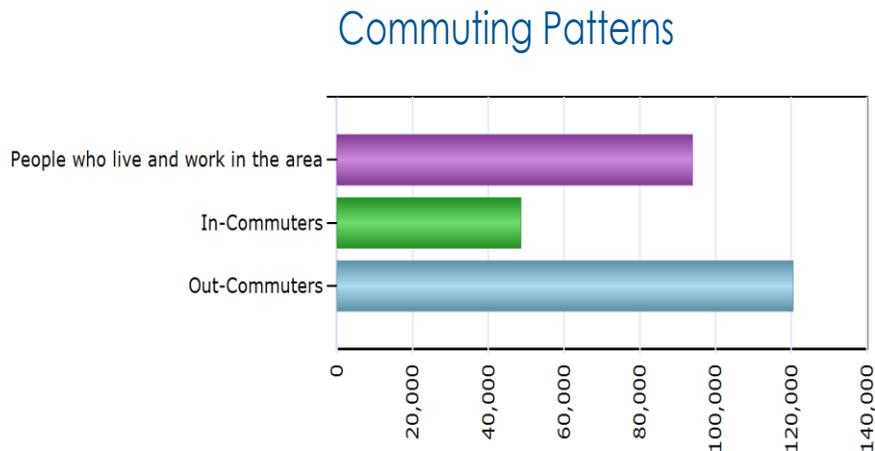
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2018.

Poverty and SNAP

Of all individuals in the Bay Consortium WDA, 9.8% fall at or below the poverty level (11.5 % for Virginia and 15.5% for the nation) and 9.4% of all households in this area receive supplemental nutrition assistance (9.7% for the state and 13.2% for the nation).

Commute Time/Patterns

Commute time for Bay Consortium WDA residents is slightly longer, at 35.4 minutes, than statewide (27.9 minutes) and nationally (25.9) minutes.



Commuting Patterns	
People who live and work in the area	93,900
In-Commuters	48,565
Out-Commuters	120,501
Net In-Commuters (In-Commuters minus Out-Commuters)	-71,936

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2014.

Top 10 Places Residents are Commuting To

Area	Workers
Fairfax County, VA	20,469
Prince William County, VA	12,178
District of Columbia, DC	7,837
Henrico County, VA	7,182
Hanover County, VA	5,218
Richmond city, VA	4,692
Arlington County, VA	3,736
Newport News city, VA	3,593
Loudoun County, VA	3,437
Chesterfield County, VA	3,311

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2014.

Union Membership

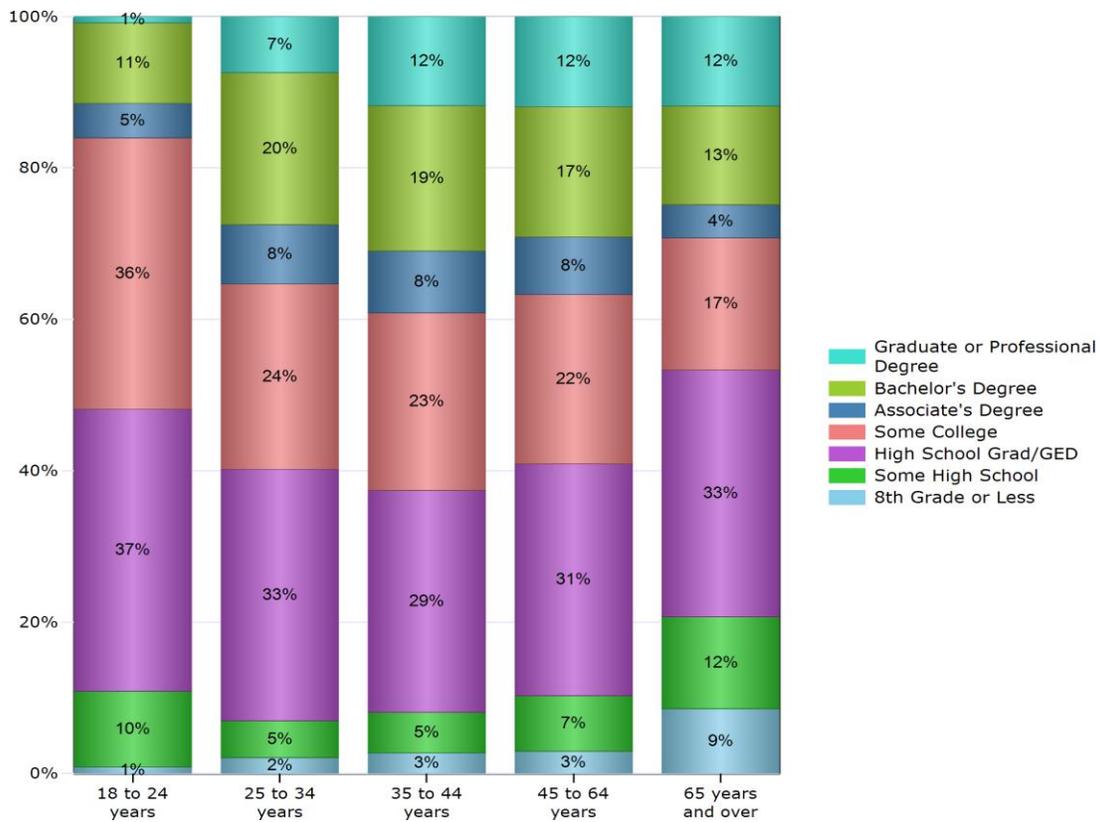
Union membership in the WDA is 5.8% which closely parallels the state’s (4.7%), both of which are noticeably lower than the national membership of 11.1%.

Educational Attainment

Educational attainment, ages 25 – 64, parallel the state and national profile. For the Bay Consortium WDA, 11.5% lack a high school diploma or equivalency while Virginia, overall, has a 9.5% lack of this credential and the nation has 11.8% of the population lacking this basic degree. 30.9% of this area’s residents are high school graduates as their highest level of education attainment compared with Virginia’s 23.8% and the nation’s 26.4%. Some college, with no degree, clusters in the low twenties for all three: 23.1% for the Bay Consortium WDA, 20.5% statewide, and 21.7% nationally. The same holds true for associate’s degrees: 7.8% for Bay Consortium WDA, 7.9% statewide, and 8.8% nationally. The Bay Consortium WDA begins lagging slightly when looking at bachelor’s degree and postgraduate attainment. 18.4% of those in the Bay_

Consortium WDA have been awarded a bachelor’s degree compared with the Commonwealths 22.6% and the national 19.9%. 10.8% of the area’s residents have at least one postgraduate degree compared with the Commonwealth’s 15.8% and the nation’s 11.4%.

Educational Attainment by Age



	18 - 24	25 - 34	35 - 44	45 - 64	65+	Total
8th Grade or Less	396	1,245	1,724	4,058	6,076	13,499
Some High School	4,638	2,898	3,387	10,136	8,615	29,674
High School Grad/GED	17,234	19,724	18,498	42,189	23,155	120,800
Some College	16,596	14,542	14,794	30,831	12,404	89,167
Associate's Degree	2,104	4,649	5,170	10,496	3,101	25,520
Bachelor's Degree	4,928	11,935	12,115	23,720	9,262	61,960
Graduate or Professional Degree	381	4,385	7,417	16,413	8,382	36,978
	46,277	59,378	63,105	137,843	70,995	377,598

Source: U.S. Census Bureau
American Community Survey, 2011-2015.

Housing (Median Value, Renter-Occupied, and Occupied w/ No Vehicle)

The median house value of owner-occupied units is \$242,356 for the Bay Consortium WDA, \$245,000 for the Commonwealth, and \$178,000 for the nation. Of the percentage of renter-occupied housing, 26.0% of all housing units are renter-occupied in the Bay Consortium WDA, compared with 33.8% for all of Virginia and 36.1% for the nation. The Bay Consortium WDA has a slight advantage in the percentage of occupied housing units with no vehicle available: 4.8%, while the percentage rise for the Commonwealth (6.4%) and the nation (9.1%).

Existing and Emerging Industries for Bay Consortium Region

The data below are arranged by the North American Industry Classification System (NAICS) and include the number employed in that NAICS code by total employed four quarters, ending with the third quarter in 2013, note the change in numbers of the last five years, and show employment by total employed four quarters ending with the third quarter of 2018. The average annual wages are provided for each NAICS 2-digit industry sector in the Bay Consortium WDA.

Bay Consortium Region:		Historical		Current	
NAICS 2-digit	North American Industry Classification System Industries (NAICS)	Employment Four Quarters Ending with 2013q3	Employment Total Change over the Last 5 Years	Employment Four Quarters Ending with 2018q3	Average Annual Wages ¹
11	Agriculture, Forestry, Fishing and Hunting	3,666	(276)	3,390	\$31,850
21	Mining, Quarrying, and Oil and Gas Extraction	164	54	218	\$46,227
22	Utilities	920	56	976	\$72,807
23	Construction	10,913	298	11,211	\$42,041
31	Manufacturing	9,262	620	9,882	\$41,925
42	Wholesale Trade	4,453	430	4,883	\$49,844
44	Retail Trade	22,615	928	23,543	\$26,545
48	Transportation and Warehousing	4,914	199	5,113	\$45,414
51	Information	2,101	27	2,128	\$41,468
52	Finance and Insurance	7,364	513	7,877	\$57,521
53	Real Estate and Rental and Leasing	2,190	166	2,356	\$39,781
54	Professional, Scientific, and Technical Services	11,086	440	11,526	\$75,278
55	Management of Companies and Enterprises	1,686	(24)	1,662	\$82,725
56	Administrative and Support and Waste Management and Remediation Services	6,178	636	6,814	\$32,560
61	Educational Services	17,129	277	17,406	\$36,719
62	Health Care and Social Assistance	21,013	1,538	22,551	\$41,147
71	Arts, Entertainment, and Recreation	2,932	677	3,609	\$19,415
72	Accommodation and Food Services	15,601	1,677	17,278	\$16,240
81	Other Services (except Public Administration)	8,790	482	9,272	\$25,148
92	Public Administration	14,212	2,531	16,743	\$77,679
99	Unclassified	2	409	411	\$34,624
	Total - All Industries	167,191	11,658	178,849	\$41,810

Source: JobsEQ® Data
 North American Industry Classification System (NAICS)

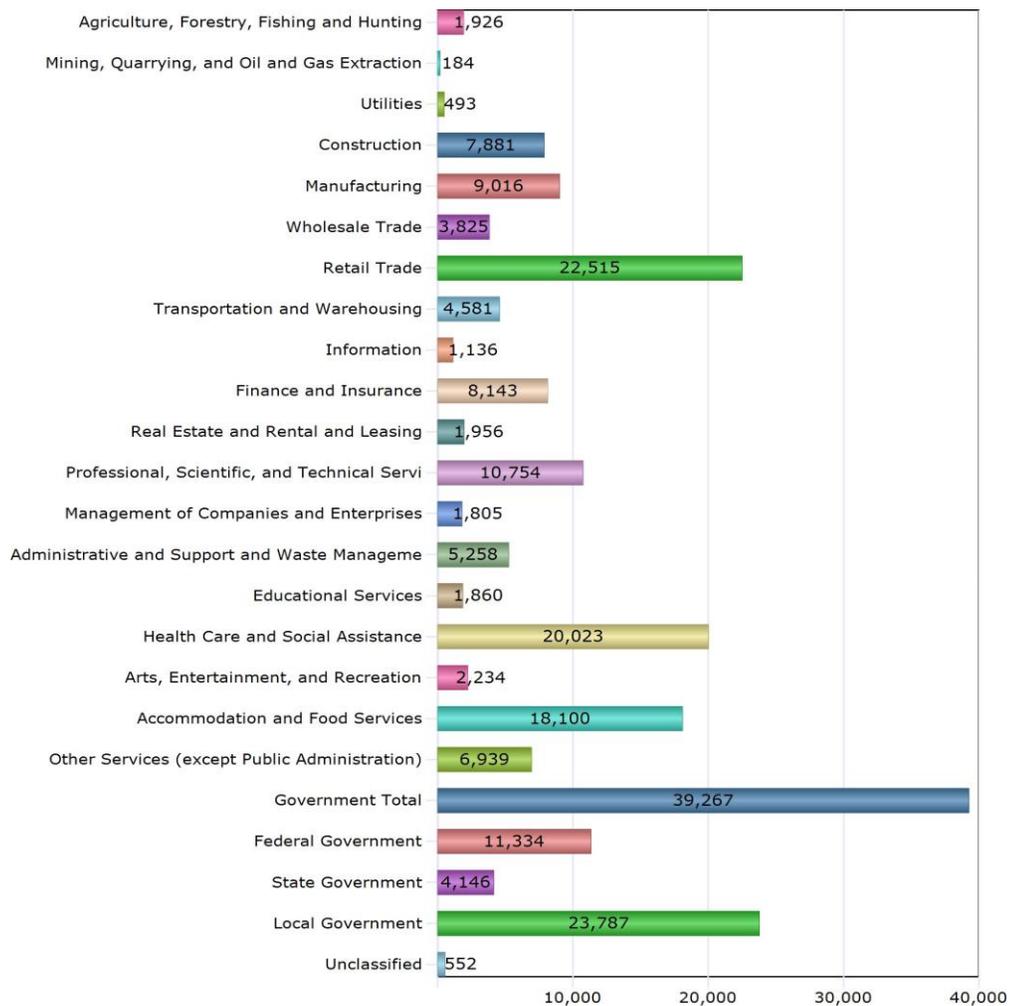
Employment

The top five sectors in terms of 2018 employment are Retail Trade (22,515 / \$26,545 avg. wage), Health Care and Social Assistance (20,023 / \$41,147 avg. wage), Accommodation and Food Service (18,100 / \$16,240 avg. wage), local Government (23,787 / \$36,719), and Professional/Public Administration (10,754/ \$77,679 avg. wage). Only the Public Administration industry sector had a higher average annual wage than the regional average.

The table below includes forecast projections for employment in the Bay

Consortium Region from 2016 to 2021. If the forecasts hold true, the region's employment will grow to 187,317 over the next five years. The total demand for workers will be 31,071 for the period, or an average of 6,214 annually. Replacement demand (retirements, separations, and turnover) will be the source of 73% of jobs (22,603), while new job growth will be responsible for 27% (8,468) of the total demand.

Employment by Industry



Total: 168,447

Note: Asterisk (*) indicates non-disclosable data.

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2018.

Replacement Demand

The greatest need for replacement workers is forecast to be in the sectors of Retail Trade (3,715), Accommodation and Food Services (3,068), Health Care and Social Assistance (2,269), Public Administration (2,026), and Educational Services (1,847). Again, only the Public Administration sector pays a higher average wage than the regional average. Notably, three industry sectors that pay average wages greater than the region are projected to need more than 1,000 replacement workers over the next five years. They include Professional, Scientific, and Technical Services (1,243), Construction (1,136), Manufacturing (1,129).

Growth Demand

Employment resulting from new growth looks to be a mixed bag. The sectors predicted to have the highest need through 2024 include Health Care and Social Assistance (4,886), Professional, Scientific, and Technical Services (1,984), Retail Trade (1,906), Construction (933), Educational Services (2,121). The Construction, Retail Trade, Professional, Scientific, and Technical Services, and Health Care and Social Assistance sectors are all forecast to add more jobs from growth from 2014 to 2024 than they did from 2014 to 2024.

Growth Occupations

	Employment			Average Annual Openings			Average Annual Salary
	Estimated 2014	Projected 2024	% Change	Replacements	Growth	Total	
Physical Therapist Assistants	237	384	62.03%	7	15	22	\$63,846
Personal Financial Advisors	***	***	***	***	***	***	N/A
Forensic Science Technicians	***	***	***	***	***	***	N/A
Nurse Practitioners	178	272	52.81%	4	9	13	\$107,709
Physical Therapists	301	459	52.49%	8	16	24	\$97,079
Home Health Aides	138	209	51.45%	3	7	10	\$22,081
Physician Assistants	94	139	47.87%	2	4	6	\$103,536
Diagnostic Medical Sonographers	***	***	***	***	***	***	N/A
Occupational Therapists	133	185	39.1%	3	5	8	\$108,484
Cardiovascular Technologists and Technicians	158	217	37.34%	3	6	9	\$57,983
Taxi Drivers and Chauffeurs	109	147	34.86%	2	4	6	\$33,107
Cooks, Restaurant	2,137	2,876	34.58%	56	74	130	\$25,289
Ophthalmic Medical Technicians	***	***	***	***	***	***	N/A
Medical Assistants	392	525	33.93%	8	13	21	\$34,402
Computer Systems Analysts	880	1,164	32.27%	11	28	39	\$93,984
Food Servers, Non-restaurant	368	486	32.07%	9	12	21	\$20,811
Opticians, Dispensing	127	167	31.5%	3	4	7	\$46,392
Physicians and Surgeons, All Other	280	368	31.43%	8	9	17	\$252,988
Animal Trainers	***	***	***	***	***	***	N/A
Information Security Analysts	244	320	31.15%	3	8	11	\$102,484

Note: Asterisks (***) indicate non-disclosable data..

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024 Occupational Employment Statistics (OES) Survey, 2017.

Potential Workforce Supply Gaps/Surpluses

A valuable measure of the region’s ability to supply the workforce demand of employers is a Gap / Surplus Analysis. For the Bay Consortium Region, 15 occupation sectors are projected to have a surplus, or an oversupply of workers, while 7 sectors are expected to experience supply shortages or gaps. Supply / demand will be sufficient for several categories, yet some forecast potential surpluses and gaps are worth noting.

There is a potential to have an oversupply of workers for some sectors with high employment numbers and despite being occupations with some of the highest demand occupation sectors. They include annual supply surpluses in workers for occupations in Office and Administrative Support (219 / \$33,200 avg. wage), Food Preparation and

Serving Related (180 / \$20,900 avg. wage), Sales and Related (85 / \$31,800 avg. wage), Production (79 / \$31,000 avg. wage), Education, Training, and Library (74 / \$47,400 avg. wage), and Transportation and Material Moving (61 / \$30,100).

Potential annual gaps or shortages in the region’s workforce supply are anticipated in the occupation sectors of Healthcare Practitioners and Technical <81 / \$70,100 avg. wage>, Management <52 / \$99,500 avg. wage>, Construction and Extraction <48 / \$38,800 avg. wage>, Computer and Mathematical <32 / \$81,700>, and Healthcare Support <22 / \$26,500>.

Bay Consortium Region: All SOC Occupations Forecast - Over the Next 5 Years							
SOC	Standard Occupation Classification Occupations - Major Group (MG)	Total Replacement Demand	Total Growth Demand	Total Demand	Potential Annual Demand	Potential Annual Gap/(Surplus)	Projected Employment 2021
11-0000	Management	1,847	422	2,269	454	52	11,109
13-0000	Business and Finance Operations	1,054	469	1,523	305	(3)	10,224
15-0000	Computer and Mathematical	378	468	846	169	32	5,308
17-0000	Architecture and Engineering	370	116	486	97	(3)	3,050
19-0000	Life, Physical, and Social Science	253	76	329	66	(3)	1,725
21-0000	Community and Social Service	326	183	509	102	15	3,153
23-0000	Legal	140	61	201	40	(3)	1,399
25-0000	Education, Training, and Library	1,415	612	2,027	405	(74)	13,460
27-0000	Arts, Design, Entertainment, Sports, and Media	464	79	543	109	8	2,640
29-0000	Health Care Practitioners and Technical	1,001	843	1,844	369	81	9,922
31-0000	Health Care Support	516	596	1,112	222	22	5,408
33-0000	Protective Service	429	88	517	103	(23)	3,427
35-0000	Food Preparation and Serving Related	3,370	737	4,107	821	(180)	18,104
37-0000	Building and Grounds Cleaning and Maintenance	783	331	1,114	223	(11)	7,189
39-0000	Personal Care and Service	1,042	637	1,679	336	(1)	8,277
41-0000	Sales and Related	3,325	907	4,232	846	(85)	20,340
43-0000	Office and Administrative Support	2,737	643	3,380	676	(219)	24,918
45-0000	Farming, Fishing, and Forestry	288	(89)	199	40	(22)	1,629
47-0000	Construction and Extraction	826	682	1,508	302	48	9,414
49-0000	Installation, Maintenance, and Repair	878	348	1,226	245	(8)	7,226
51-0000	Production	1,044	(87)	957	191	(79)	8,091
53-0000	Transportation and Material Moving	1,421	412	1,833	367	(61)	11,370
00-0000	Total - All Occupations	23,907	8,534	32,441	6,488		187,383

Source: JobsEQ® Data

Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2015 and should be taken as the average for all Covered Employment

2. Data represent found online ads active within the last thirty days in any zip code intersecting or within the selected region; data represents a sampling rather than the complete universe of postings.

Projected Employment

Assuming that the forecasts hold, the total employment in the Bay Consortium Region will grow from the current 165,334 to a projected 184,268 (2014 employment +

forecast growth demand).

Industry Employment and Projections

Long Term

	Employment			Percent	
	Estimated 2014	Projected 2024	Change	Total	Annual
Total, All Industries	165,334	184,268	18,934	11.45%	1.09%
Agriculture, Forestry, Fishing and Hunting	476	522	46	9.66%	.93%
Mining, Quarrying, and Oil and Gas Extraction	185	184	-1	-.54%	-.05%
Utilities	519	466	-53	-10.21%	-1.07%
Construction	7,245	8,178	933	12.88%	1.22%
Manufacturing	8,849	8,336	-513	-5.8%	-.6%
Wholesale Trade	4,481	4,587	106	2.37%	.23%
Retail Trade	22,080	23,986	1,906	8.63%	.83%
Transportation and Warehousing	3,163	3,348	185	5.85%	.57%
Information	1,508	1,408	-100	-6.63%	-.68%
Finance and Insurance	***	***	***		***
Real Estate and Rental and Leasing	***	***	***		***
Professional, Scientific, and Technical Servi	9,667	11,651	1,984	20.52%	1.88%
Management of Companies and Enterprises	1,891	1,960	69	3.65%	.36%
Administrative and Support and Waste Manageme	4,437	4,793	356	8.02%	.77%
Educational Services	17,784	19,905	2,121	11.93%	1.13%
Health Care and Social Assistance	19,432	24,318	4,886	25.14%	2.27%
Arts, Entertainment, and Recreation	2,041	2,282	241	11.81%	1.12%
Accommodation and Food Services	16,230	19,859	3,629	22.36%	2.04%
Other Services (except Public Administration)	5,484	6,041	557	10.16%	.97%

*Note: Asterisks (***) indicate non-disclosable data..*

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.

Largest Employers

The largest employers in the WDA are the U.S. Department of Defense (Government), GEICO (Administrative), Stafford County Schools (Education), Spotsylvania County School Board (Education), Wal-Mart (Retail), U.S. Federal Bureau of Investigations (Government), Mary Washington Hospital (Healthcare), Perdue Products (Agriculture), Tyson Farms (Agriculture), and Riverside Regional Medical Center (Healthcare).

50 Largest Employers

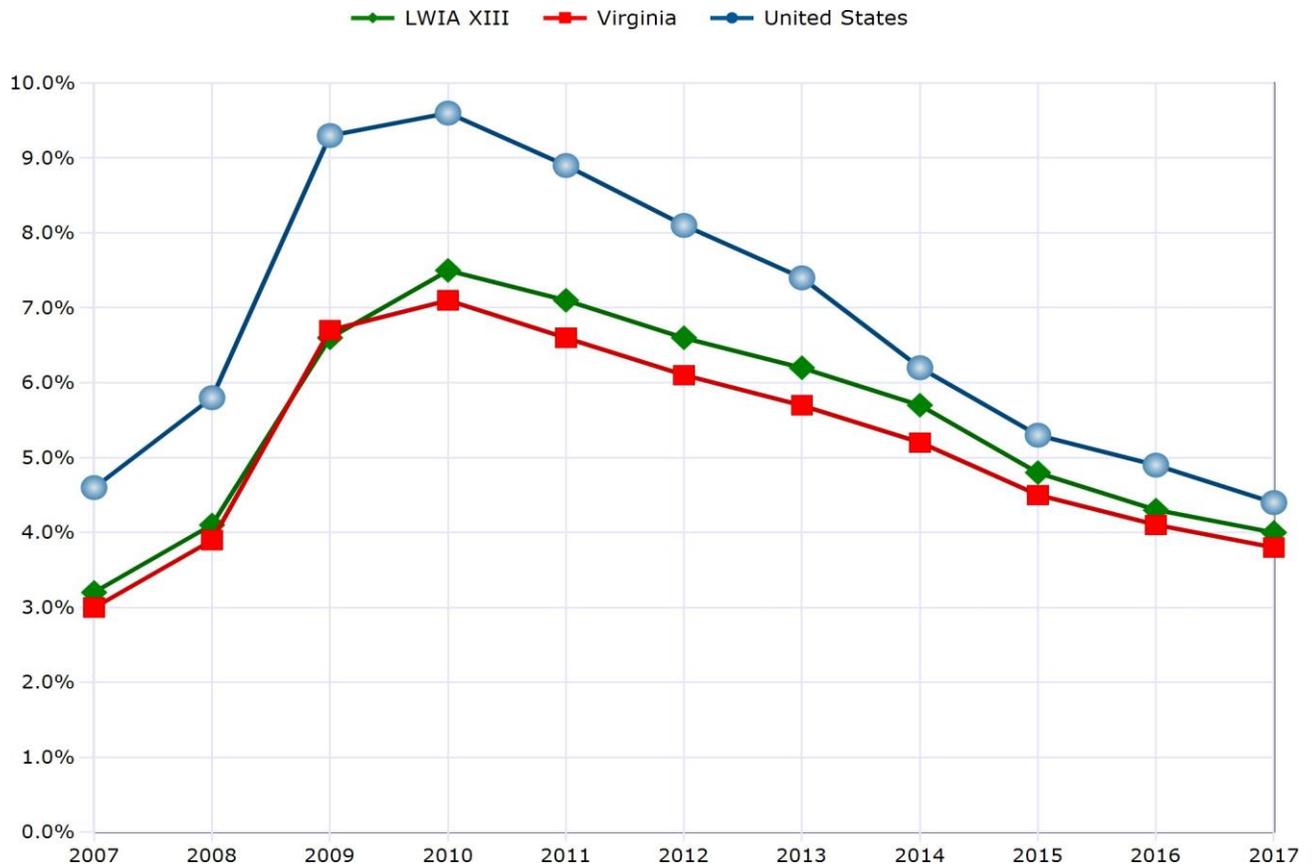
1. U.S. Department of Defense
2. GEICO, Government Employees Insurance
3. Stafford County Schools
4. Spotsylvania County School Board
5. Wal Mart
6. U.S. Federal Bureau of Investigation
7. Mary Washington Hospital
8. Perdue Products
9. Tyson Farms
10. Riverside Regional Medical Center
11. County of Spotsylvania
12. County of Stafford
13. Accomack County School Board
14. Food Lion
15. University of Mary Washington
16. Lowes' Home Centers, Inc.
17. Postal Service
18. Fredericksburg City Public Schools
19. McLane Mid Atlantic
20. McDonald's
21. King George County Public School Board
22. Caroline County School Board
23. Medicorp Health System
24. City of Fredericksburg
25. HCA Virginia Health System
26. YMCA
27. VDOT
28. Weis Markets
29. Stafford Hospital Center
30. Alliance Group Rock Tenn
31. Rappahannock Area Community Services Board
32. Giant Food
33. Target Corp
34. WaWa
35. First Market Bank
36. Middle Peninsula Northern Neck Mental Health Center
37. Rappahannock Goodwill Ind Inc
38. Haynesville Correctional Institute
39. Snowden Services Inc
40. King William County Schools
41. Wegmans Store #07
42. The Home Depot
43. URS Federal Services
44. Northampton County Schools
45. Westmoreland County School Board
46. County of Accomack
47. Hilldrup Transfer and Storage, Inc.
48. County Of King George
49. CVS Pharmacy
50. Germanna Community College

Source: Virginia Employment Commission, Economic Information & Analytics, 50 Largest Employers in Bay Consortium Region, November 2018.

Unemployment Data for the Bay Consortium Workforce Development Area

The Unemployment Rate for the WDA has seen a steady decline from a high of 7.5% in 2010 declining steadily 2011 (7.1%), 2012 (6.6%), 2013 (6.2%), 2014 (5.7%), 2015 (4.8%), 2016 (4.3%) to 4.0% in 2017.

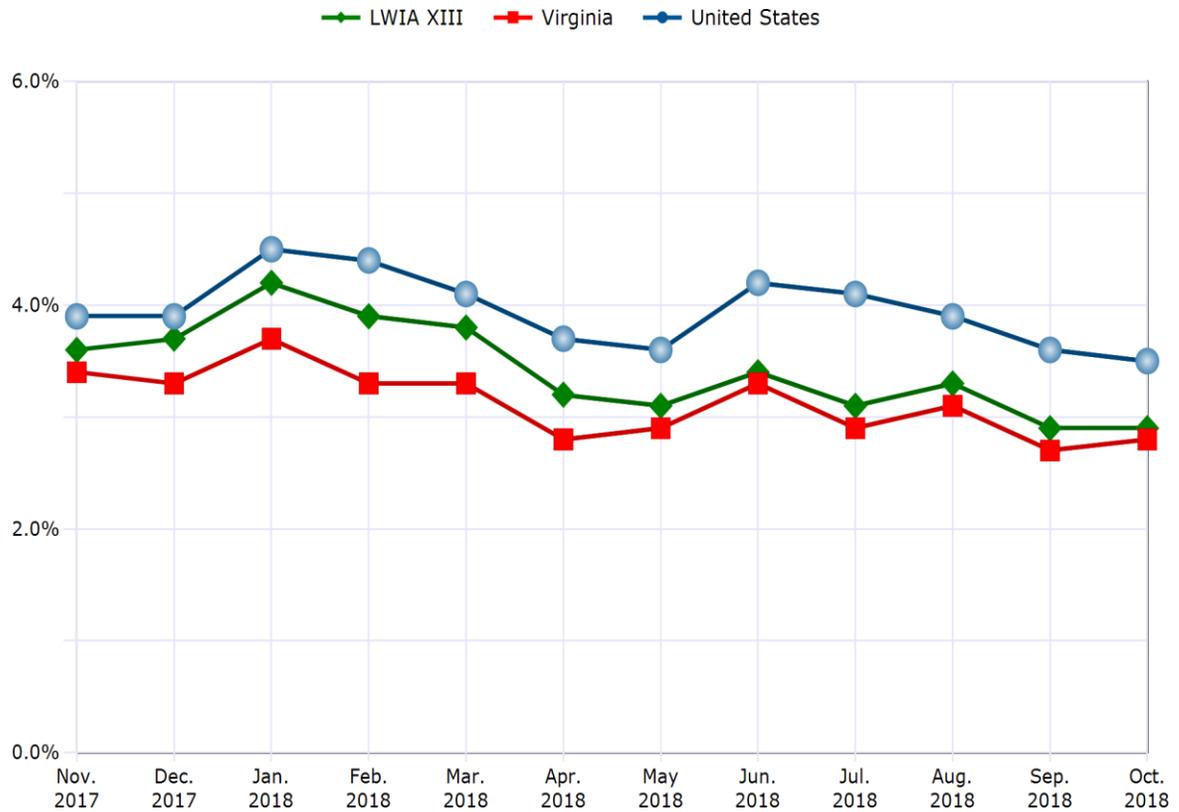
Unemployment Rates *Trends*



	LWIA XIII	Virginia	United States
2007	3.2%	3.0%	4.6%
2008	4.1%	3.9%	5.8%
2009	6.6%	6.7%	9.3%
2010	7.5%	7.1%	9.6%
2011	7.1%	6.6%	8.9%
2012	6.6%	6.1%	8.1%
2013	6.2%	5.7%	7.4%
2014	5.7%	5.2%	6.2%
2015	4.8%	4.5%	5.3%
2016	4.3%	4.1%	4.9%
2017	4.0%	3.8%	4.4%

Source: Virginia Employment Commission, Economic Information & Analytics, Local Area Unemployment Statistics.

Unemployment Rates *Past 12 Months*



	LWIA XIII	Virginia	United States
Nov. 2017	3.6%	3.4%	3.9%
Dec. 2017	3.7%	3.3%	3.9%
Jan. 2018	4.2%	3.7%	4.5%
Feb. 2018	3.9%	3.3%	4.4%
Mar. 2018	3.8%	3.3%	4.1%
Apr. 2018	3.2%	2.8%	3.7%
May 2018	3.1%	2.9%	3.6%
Jun. 2018	3.4%	3.3%	4.2%
Jul. 2018	3.1%	2.9%	4.1%
Aug. 2018	3.3%	3.1%	3.9%
Sep. 2018	2.9%	2.7%	3.6%
Oct. 2018	2.9%	2.8%	3.5%

Source: Virginia Employment Commission, Economic Information & Analytics, Local Area Unemployment Statistics.

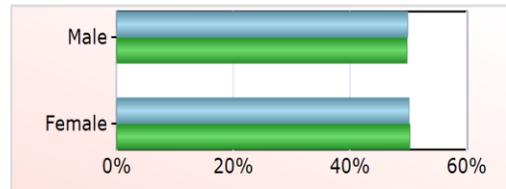
Characteristics of the Insured Unemployed

Total number of claimants: 1,209

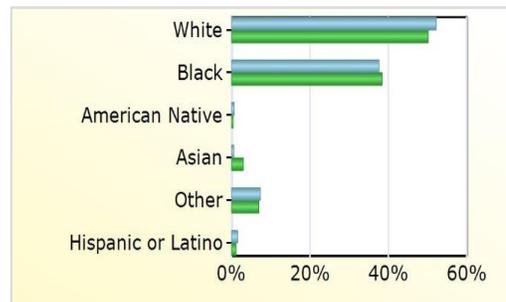
Bay Consortium (LWIA XIII) - (1,209 claimants)

Virginia - (21,175 claimants)

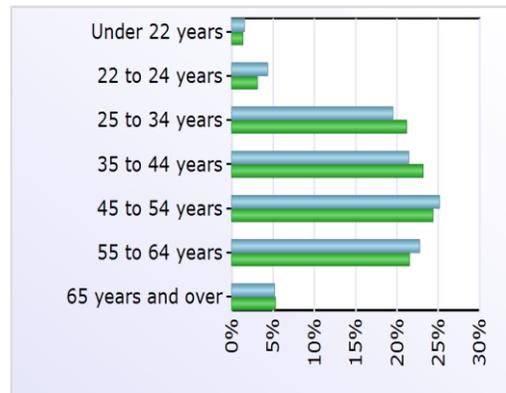
Gender	LWIA XIII	Virginia
Male	603	10,537
Female	606	10,638
Unspecified		



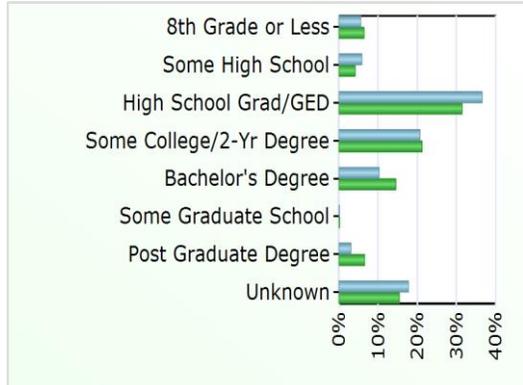
Race	LWIA XIII	Virginia
White	631	10,618
Black	455	8,130
American Native	8	82
Asian	7	631
Other	89	1,474
Hispanic or Latino	19	240



Age	LWIA XIII	Virginia
Under 22 years	19	291
22 to 24 years	53	664
25 to 34 years	236	4,480
35 to 44 years	259	4,904
45 to 54 years	304	5,157
55 to 64 years	275	4,554
65 years and over	63	1,125
Unknown		



Education	LWIA XIII	Virginia
8th Grade or Less	68	1,358
Some High School	71	878
High School Grad/GED	442	6,663
Some College/2-Yr Degree	250	4,495
Bachelor's Degree	124	3,078
Some Graduate School	2	37
Post Graduate Degree	37	1,396
Unknown	215	3,270



Source: Virginia Employment Commission, Economic Information & Analytics, Characteristics of the Insured Unemployed, November 2018.

Policy Emphasis

The BCWDB endorses the area of policy emphasis articulated in VWL #16-01, Change 1. The goals and objectives, noted below, will be added to our existing strategic plan and developed over the next four years.

Goal 1: Increase business engagement and deliver value to our customers.

Objective: Determine primary services to be provided to businesses and develop marketing/outreach strategies.

Objective: Develop work-based learning models to include policies and processes for On-the-Job Training (OJT), Registered Apprenticeships, and Incumbent Worker training.

Objective: Define local business engagement performance metrics and tracking mechanisms.

Goal 2: Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.

Objective: Work with our community colleges, technical centers, and secondary education career-technical programs to develop a credentials inventory.

Goal 3: Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthens Area XIII's economy.

Objective: Employ a Business Services Coordinator to engage businesses and coordinate efforts with regional and local economic development entities.

Objective: Complete the first Career Pathway Mapping process in 2017 and complete and additional one each year after until five growth careers have been

mapped, with review to the process to occur upon the completion of the fifth map.

Goal 4: Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression.

Objective: Explore successful models and best practices of other workforce development areas for replication in Area XIII.

Goal 5: Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve.

Objective: Measure economic impact (ROI study), analyze results, and identify strategies to improve over the baseline.

The BCWDB adopted its formal strategic plan in 2016 which was also endorsed by our Chief Elected Official Consortium. It is included here to provide a fuller picture of the direction Area XIII is taking. For simplicity, they are presented here as a continuation of the areas of policy emphasis required by VWL #16-1, Change 1.

The BCWDB has five additional goals, which were adopted by its membership in 2016 and which are reaffirmed in the approval of this plan.

Goal 6: Transition from being a “manager” of WIOA funds to a “facilitator” of a flexible proactive and responsive regional workforce investment system.

Goal 7: Identify and acquire additional resources and implement multi-faceted funding models to enhance our financial and future viability.

Goal 8: Increase availability of and access to high quality, relevant training programs and services that provide job seekers with skills required by local employers.

Goal 9: Enhance communication loops between and among all stakeholders.

Goal 10: Position the BCWDB as the region’s primary catalyst for personal, business,

economic, and community prosperity.

SWOT Analysis

Education and Training

Area XIII is fortunate to have three community colleges serving the region: Eastern Shore Community College, Germanna Community College, and Rappahannock Community College. Additionally, the University of Mary Washington is located here. The strengths of these four institutions are many. Chief among them is the proximity every citizen has to at least one community college. That, coupled with affordability of the community colleges, allows our workforce access to training and skill development needed to remain individually competitive. The community colleges are highly responsive to workforce and business needs and have notable records for developing and delivering training and education in open enrollment settings as well as in tailored-for-a-business on-site incumbent worker training. The community colleges work closely with our economic developers to identify training needs for prospects and for existing business expansions.

The University of Mary Washington (UMW) is a highly regarded public institution, focused on undergraduate education and enrolling over 4,000 students. Residents in the region can enroll full or part-time, provided they meet admission criteria. UMW also hosts a center for economic development and business which identifies business trends and partners with businesses and the region's economic development officers.

The region has sixteen K-12 school systems and strong career-technical training in place within those systems. We find no weaknesses with our community colleges, UMW, or the career-technical training in our K-12. The most significant weakness we

note is that Area XIII lacks the presence of career-technical training institutions. We see this as a significant gap in post-secondary training.

Three opportunities readily present themselves. First, the development of a career-technical institute would be a welcome bridge for individuals who want a career and credentials but don't want to follow a traditional higher education degree route. Second, we note that credentials that carry academic credit are routinely tracked in the community college system, but there is no formalized mechanism in place for tracking non-credit training and credentialing. As VCCS continues to take the lead in workforce development, establishing an easily accessible data base for capturing this information would be welcome. Third, employers desire focused training in the form of incumbent worker training, On-the-Job Training (OJT), and Registered Apprenticeships (RA). The first, incumbent worker training, would benefit if more funding were made readily available. The latter, we believe, will become more available with the appointment of our Business Services Coordinator, a position that is currently vacant.

The primary possible threats we see to education and training in the region is changes in funding at the Federal and State level.

Workforce Development Activities

The BCWDB is proud of the initiatives, partnerships, and collaborations that have characterized it for the past five years. We have been successful in receiving two. Local K-12 school systems are beginning to recognize that career readiness includes technical knowledge and skills that align to employer needs and are beginning to offer innovative responses to that recognition, such as creating credit apprenticeship programs. Training programs can be layered and used to leverage additional

programming and funding opportunities. We have an abundance of diverse workforce programs available through the One-Stop Center, workforce services providers, our three community colleges, and our university. Our service providers—both at the individual and at the agency level—are responsive and committed to elevating our workforce and our economy. The strength of workforce development activities continues to grow.

While we take pride in what has been accomplished, we acknowledge that there are weaknesses. Too many of our high school graduates lack the technical knowledge and skills as well as the soft skills necessary for career success. Too few in the K-12 school systems are participating in career-technical education or know about the workforce systems. Guidance counselors lack sufficient information on career-technical opportunities and, therefore, fail to educate students and parents on the full range of career opportunities, focusing, instead, on the bachelor's degree path for most students. Guidance counselors and middle and high school teachers lack sufficient knowledge about and access to available non-degree programs. There also exist a misconception about in-demand career opportunities, education, and the training required for career-technical careers.

Beyond workforce activities in K-12, workforce partners have not fully mastered information sharing among partner organizations. And, there is confusion. With so many organizations engaged in workforce development, it can be confusing as to who has the most appropriate training available. Community colleges sometimes don't fully communicate with one another on program development, resulting in some duplication of effort and confusion over options. Virginia's policy of administering federal workforce

funding through the community college systems isn't well understood among Chief Elected Officials.

Though these weaknesses can and will be overcome, there are threats which could be more challenging. We continue to see the potential for reduction in future federal and state grant opportunities. That, coupled with a continued increase in the technical skills gap would leave the region struggling to compete for economic investments due to lack of a skilled workforce.

This leaves us with opportunities to continue to develop strengths, shore up weaknesses, and bridge gaps. We envision outreach to guidance counselors, enhancing knowledge of career opportunities among students and high school graduates, developing a one-page summary of available programs for distribution in middle schools, high schools, career/technical schools, and to workforce partners. In addition, we will consider developing additional marketing material to promote workforce development and engage more youth. As we develop new initiatives, we will continue to engage other stakeholders who are not currently at the table.

Finally, we see additional opportunities to serve businesses in different ways, such as assisting companies who are lagging in preparing for the retirement of baby boomers with succession planning and assisting companies in building a pipeline for talent development. We will also seek ways to develop an "intersection" for workforce development and those with entrepreneurial mindsets to grow the number of businesses in our region.

Providing Workforce Development Activities to Address Education and Skill Needs of the Workforce, Including Individual with Barriers to Employment, and the Employment Needs of Employers

Area XII has a broad array of organizations that support workforce development in the region. These include BCWDB, the Fredericksburg Alliance (our regional economic development organization, our three community colleges, state agencies and service providers, non-profit entities, and faith-based organization that provide training and services. In each of our stakeholder organizations we find a willingness and the ability to collaborate as well as working to develop innovative initiatives to address existing challenges and opportunities.

As we broaden the definition of “barriers to employment”, we find that we do not yet have a complete working definition of barriers. As we work to develop that, we also recognize that the lack of a clearinghouse for data about this population, a population not fully defined or counted, constrains decision making for employers, educators, workforce service providers, and agencies alike. Lacking a data clearinghouse compounds the challenges; an integrated resource team that includes employers to address barriers to employment can’t be formed or utilized until we have a firmer foundation. Demographic changes also add new challenges to defining barriers to employment; for example, there has been a swell of immigrants who want to work but who don’t have adequate command of English to make gainful employment feasible. There has also been an upsurge in immigrants with technical, four year, and post-baccalaureate degrees who, lacking a command of English and/or lacking access to an affordable credential verifying/validating service find themselves eligible for only low-level employment.

Simultaneously, there are constraints caused by insufficient human resources to implement programs (grants often don't include funding for staffing) and by funding restrictions. These areas present as weaknesses in overcoming education/skill needs and barriers; however, recognition of challenges may be viewed as welcome insight that precedes change.

There are greater challenges facing the region that call for insight and innovation to balance needs, realities, and propel progress. Technological advancement is changing business needs and "traditional" jobs are being eliminated. We have an aging workforce that, in their retirement, leaves behind a loss of institutional knowledge while creating vacancies for a workforce that isn't large enough to fill existing jobs or trained to meet current technical needs. The decades-old conundrum still exists for the remaining workforce—employers want experience workers but workers lacking experience lack the opportunity to develop experience. This could, in part, be addressed by increasing the number of OJT and Registered Apprenticeship opportunities, but funding is limited.

In some cases, we find that underemployed workers who would like a pathway to better employment opportunities can't access those opportunities because training opportunities conflict with their current work situation. As have other regions, Area XIII is experiencing an increase in substance abuse that results in positions remaining vacant as employers search for candidates who both have the requisite skills and the ability to pass a drug screen. Finally, one threat that continues to loom is the unknown, unpredictable long-term status of funding; it is difficult to plan for the longer term when no one knows what a budget shortfall for the Commonwealth or changing political

dynamics at the Federal level will bring.

Despite the weaknesses and threats confronting workforce development, opportunities do exist. We will continue building on our strengths as we look to develop initiatives such as tapping into our bilingual college student population for assistance in overcoming language barriers, pursuing apprenticeship programs, expanding education and training opportunities in remote areas through distance learning, and broadening communication strategies to educate the workforce about skilled trade opportunities. We also see value in looking to other regions, states, and countries for strategies and successful workforce development models to adapt here.

Vision and Goals

The BCWDA's mission and vision statements support regional economic growth and economic self-sufficiency to those residing in the local area. Both the mission statement and vision statement are reviewed and updated regularly to align and meet the local area needs. Below is the BCWDB mission and vision statement.

Mission Statement

To achieve the purpose of WIOA and Virginia's strategic and operational vision and goals *by providing comprehensive, customer-driven workforce services that connect employers, education providers, job seekers, workers, and youth.*

Vision Statement

Ensure that BCWDA has a viable and qualified workforce that is capable of sustaining existing businesses and enticing new businesses by meeting the needs of a vibrant and expanding employment base.

WIOA strengthened the alignment of the workforce development system's programs by

imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the One-Stop delivery system. In so doing, WIOA placed heightened emphasis on coordination and collaboration at the Federal, State, and local levels to ensure a streamlined and coordinated service delivery system for all job seekers, including those with barriers to employment, and employers. The BCWDA strives to meet or exceed the all six the new performance indicators:

1. The percentage of participants in unsubsidized employment in the second quarter after exit from the program.
2. The employment rate of participants in the fourth quarter after exit from the program without regard to whether those participants were employed in the second quarter after exit from the program.
3. The participants' median earnings in the second quarter after exit.
4. The post-secondary credential attainment and high school completion of program participants during participation in the program or within 1 year after exit.
5. The percentage of participants who, during a program year, are in education or training programs that lead to a recognized postsecondary credential or employment, and who are achieving measurable skill gains.
6. The effectiveness in serving employers.

Through the regulations, The Department of Labor has laid the foundation for the establishment of a performance accountability system that serves all core programs and their targeted populations in a manner that is customer-focused and that supports an integrated service design and the delivery model.

Strategy and Partnerships

The BCWDA works with the entities that carry out the core programs in the One-Stop system to ensure there is no wrong door for customers. The system consists of a network of partners, each providing services that satisfy the definition of Career Services under WIOA. Job seekers may enter the system through any participating agency. The WDB will ensure that all customers are provided with universal access to services offered and delivered throughout the One-Stop system.

All partners have a checklist of Career Services. If job seekers participate in any one Career service plus job search and are preliminarily determined by the partner to be eligible for other services under WIOA, a direct referral may be made to the service provider along with documentation of the Career Services received. It is envisioned that at some point in the future, customers will have access to a computerized self-assessment package as well as computerized self-registration for career services. The career services provider is required to initially document customer eligibility to receive WIOA Title I services as the WDB has determined that WIOA funds are limited in BCWDA. The Career Service Provider will also determine whether Career Services are the most appropriate service based on an initial assessment. Those not eligible or in need of other services will be referred to other services or providers, as appropriate.

Once eligibility has been verified and documented, and Career Services determined to be appropriate, the case manager will conduct an in-depth assessment with the customer to determine aptitudes, abilities, interests and educational levels. Among the assessment tools that may be used are CareerScope, Virginia Wizard and TABE. Once the assessment has been completed, the case manager in conjunction

with the customer, utilizing all data previously gathered, will develop an individualized training plan. This plan is designed to determine specific customer needs as well as plot a course of action to enable the customer to secure suitable employment. During the assessment and individualized training plan phases, the customer will be participating in a job search, as well as job readiness activities if appropriate. The role of the case manager in the career services phase is to determine what additional career services are needed by the customer and to assist the customer in this more hands-on, staff-assisted, job-search activity. If the customer is unable to secure suitable employment after career services are provided, the case manager will assist the customer in developing an individual training plan and timeline.

The customer will be provided with an approved Eligible Training Provider listing and individual program/provider performance information as well as available pertinent information concerning the selected training program such as: starting wage rate, available job openings, distance to travel, how to inquire of available openings, and projected employment trends for the specific training program selected. The customer will be provided with the approved ITA policy as well as an account with which to purchase requested training from the selected training provider. The case manager will provide needed counseling, case management and supportive service/needs-based payments as appropriate during training participation.

Follow-up services will also be provided to ensure employment retention or to provide additional employment related services as required. Individual One-Stop centers/operators and/or deliverers of Title I WIOA Services performance will be reviewed and evaluated by the WDB on an annual basis.

Each year data is gathered by WDB staff to determine individual service provider actual performance versus planned performance goals. Recommendations for improvement are made by the WDB with follow-up performed to determine the success of the corrective action procedures implemented.

Initial needs of employers are being determined through surveys and focus groups in each sub-region of the Workforce Area. The needs of employers in the BCWDA are updated by utilizing local resources and employer data. Input is solicited by the WDB from the Virginia Employment Commission's employer advisory committees, community college advisory committees, local area business organizations, economic development organizations, and private sector representatives on the WDB and its Management Teams.

The WDB, working in conjunction with the One-Stop partners and the One-Stop delivery system, implements processes and procedures within the One-Stop delivery system to satisfactorily address all employer needs and concerns generated as a result of the information gathered from the employers and business organizations. Efforts are made to continually evaluate the effectiveness of the One-Stop delivery system in meeting employer needs with the emphasis placed on continuous improvement in our service levels to area employers. Local area surveys have been conducted of employers and job seekers to determine employment and training needs.

The data gathered from the surveys is utilized by the WDB and its Management Teams to properly plan for, and implement, appropriate employment and training options necessary to meet the perceived needs of our current employers and job seekers. All localized One-Stop efforts will be based on the specific needs of customer

groups. The WDB will determine if customer needs are being met and any needs for additional customer services to be offered through our local One-Stop delivery system.

Additional Strategic Elements

The BCWDB is pleased to be well underway in discussing, planning, and executing strategies designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills in accordance with the Code of Virginia Title 2.2, Chapter 24, §2.2-2472(F).

Regional Vision for Workforce Development

The regional vision for workforce development “Ensure that BCWDA has a viable and qualified workforce that is capable of sustaining existing businesses and enticing new businesses by meeting the needs of a vibrant and expanding employment base.” Realizing this vision requires that all workforce services partner, all locality leadership (chief appointed administrators and chief elected officials), all economic development officers, and all senior workforce education administrators collaborate to ensure a growing economy and a means for workforce participants to have access to careers with wage growth opportunities. The region is skilled at working locally, working sub-regionally, and working regionally to achieve the region’s vision.

Protocols for Planning Workforce Strategies that Anticipate Industry Needs

BCWDB recognizes the importance of the sector strategy targets in each of its sixteen local jurisdictions and alignment, as well, with that of the region’s economic development entity, the Fredericksburg Alliance. With limited resources, the BCWDB cannot programmatically support every sector target and has, instead, chosen to begin with a sector target that crosses through nearly all the jurisdictions and that of the

region: information technology. This was undertaken in 2017 following the employment of our Business Services Coordinator. A deeper description can be found in the response in this document to “Business Services.” All strategies will be data driven and created in concert with local and regional economic developers.

Needs of Incumbent and Underemployed Workers in the Region, Development of Partnerships and Guidelines, and Standards and Metrics for Operational Delivery

Experience has demonstrated that employers consistently gravitate toward work-based learning for incumbent workers. The community colleges, regional consultants and trainers have found the greatest success in delivering on-site training at area businesses as employers work to keep their incumbent workers’ skills current; this proves an asset in ensuring that jobs don’t “outgrow” their incumbents as well as serving as a draw to economic development prospects. Area XIII has the capacity to deliver, on-site, everything from SIX Sigma training and certification to project management. In general, businesses find it more economical and more effective to train on-site to a specific skill set requisite for task completion. Businesses and our workforce would benefit tremendously if more funding for incumbent worker training were made readily available.

Further evidence of the desire business has for work-based learning is the embrace given to the On-the-Job-Training (OJT) initiatives and opportunities created by Registered Apprenticeship (RA) programs. Both OJT and RA’s can be targeted at industry sectors that have a strong current demand for workforce and a forecast for continued growth along with wage opportunities that lead to middle class employment. One role of the newly created Business Services Coordinator will be to pursue grant funding for OJT and RA training. Using OJT and RA requires the collaborative

engagement of our community college partners, our One Stop Comprehensive Centers, and regional businesses. The alliances are ready to act once funding is secured.

The guidelines, standards and metrics for OJT and Registered Apprenticeship Programs are unique to each; however, the following can be found in both:

- Minimum requirements to apply for consideration for a position in the program
- Minimum hours of instruction
- Number of on-the-job hours required for completion
- Standards of evaluation for successful completion
- Ratio of instructor to trainee or apprenticeships (e.g., an OJT program may have 2 – 3 trainees per instructor with a ratio of as much as 1:3 while a registered apprenticeship requires a 1:1 ratio)
- Instructor or Master qualifications

It is easier, by far, to fill OJT and Registered Apprenticeship Programs and graduate individuals from those programs into fulltime careers than to identify a single program or a series of linked programs that overcomes underemployment.

An on-going challenge of underemployed individuals is the difficulty inherent in both needing to work to sustain self and family while wanting to retrain for a career where ample opportunities for employment exist. Those who, for example, work 8 a.m. to 5 p.m. often find the coursework that would enable them to change careers is offered only during those same hours. They can't both work to support themselves and be absent from the workplace to upskill. While distance learning may lower barriers for some, for many the barriers are too challenging to overcome.

The Fredericksburg Alliance commissioned several studies focusing on

workforce patterns, including out-commuter patterns, and related trends. With the proximity of Washington DC and Richmond, Area XIII has a high degree of out-commuters. While the advantage of this is that dollars earned elsewhere are spent, in large part, at home. However, we still have a fair number of individuals who are underemployed. Given our large geographic footprint, our population's residential pattern which has large numbers of individuals living in remote rural areas, and the wide-ranging sets of career skills that our underemployed workers bring with them means there is no easy solution that could resolve underemployment for even a fraction of those so situated. Given the demographics, it is unlikely that any measurable positive return on investment of programmatic remedies could be achieved.

Alignment of Monetary and Other Resources, Including Private Funds and In-Kind Contributions to Support Workforce Development

Over the past five years, BCWDB has been the recent recipient of two significant grants totaling \$1,210,465.16. VCCS provided \$710,465.16 for the Job Driven National Dislocated Worker Grant. The U.S. DOL provided \$500,000.00 for the Linking to Employment Activities Pre-Release Grant. The BCWDA anticipates pursuing additional grant opportunities to benefit the region as they are released by the U.S. Department of Labor.

Generation of New Sources of Funding to Support Workforce Development in the Region

One of the primary responsibilities falling to the Business Services Coordinator is to research and apply for new sources of funding. It is anticipated that U.S. Department of Labor funding will be the primary source of funding.

Local Workforce Development System Elements: Programs/Partners Overview Programs Included in the System

BCWDA includes in its workforce development system: Title I WIOA Adult Programs and Title I WIOA Dislocated Worker Programs, Title II Adult Education and Literacy Programs, Title III Wagner-Peyser Programs, and Title IV Rehabilitation Programs for both Vocational Rehabilitation and for the Blind and Vision Impaired. Additional programs and partnerships are offered through Goodwill, the three community colleges, and the Departments of Social Services.

BCWDB Supports the Strategy Identified in the State Plan §676.105

§676.105 specifically addresses how the six core programs can collaborate to achieve strategic alignment, service integration, industry relevance, the economic needs of the state, and achieve a match between an area's employers and a skilled workforce. BCWDA's program partners will engage in work sessions to share information, develop strategies for affirmative referral and co-enrollment, and work to achieve system alignment and service integration. Initial meetings will focus on what each Title program offers; subsequent meetings have focused on how well the partners are working together to achieve integrated career pathways that yield a skilled workforce for area employers.

Entities Carrying out Workforce Development Including Programs of Study under the Carl D. Perkins Career and Technical Act of 2006 to Support Service Alignment

BDWDB's ongoing partnerships, both formally through memorandums of understanding and informally through focus meetings, brings together secondary and postsecondary education, the workforce board, economic development and business/industry to connect education, workforce development, and economic

development. Utilizing the sector focus as developed in WIOA, we will be connecting all efforts to the economy and programs will focus on high-skill, high-wage, and high-demand occupations. This approach will ensure the workforce and the business climate remains competitive and supports the growth of the region and of the Commonwealth. The continued emphasis on stackable, portable credentials will help create pathways to middle-class for the workforce.

Community Colleges

The BCWDA is fortunate to have three community colleges (Eastern Shore Community College, Germanna Community College, and Rappahannock Community College) located in our Workforce Development Area. The Vice-President for Workforce Development of each school serves on our Board.

We have previously worked in partnership with Germanna Community College on the Job Driven National Emergency Grant (JDNEG). The JDNEG was a grant which served dislocated workers with work-based learning opportunities, credential attainment, job placement and on-the-job training performance goals. All three community colleges are engaged in incumbent worker training.

Chief Local Elected Officials

The Consortium of Local Governments consists of the chief local elected official, or designee, of each county or city in the workforce area. The Consortium has been empowered to nominate and elect a Chair, Vice Chair, and such other officers as they deem appropriate. The Chair acts as the Chief Local Elected Official for the Workforce Development Area. Richmond County is the grant recipient for the area. The Bay Consortium Workforce Development Board, Inc. is the fiscal agent and administrative

entity for the area assuring local elected officials oversight and accountability for the program and funds.

The Consortium is responsible for appointment of the WDB members. Members are appointed by consensus of the Consortium members. Along with the WDB, the Consortium approves the Workforce Plan, negotiates performance standards, and provides oversight of the WIOA Title I activities. The Bay Consortium Workforce Development Board's Executive Director also provides the Local Governments with quarterly updates and is available to appear at County Board of Supervisor/City Council meetings at any time. CLEO Consortium agreements and CLEO-LWDB agreements have been previously filed with the Virginia Community College Systems Office-WIOA Unit and are on file at the WDB offices.

Oversight, Monitoring, and Corrective Action for WIOA Title I Programs

General Monitoring Procedure

- A written monitoring checklist is utilized to ensure all acceptable standards of accountability are reviewed.
- Compliance monitoring activities are scheduled in advance with each

Program Operator.

- Reports, records, and documents maintained by the BCWDB on each contract or program are reviewed for completeness, accuracy, and timeliness of submission. Such reports, records, and documents include but are not limited to: the approved contract and modifications thereto and/or program specifications, correspondence and reports maintained by the contracting officer in the contract file, transmittal of individual

participant records, previous monitoring reports, and applicable corrective plans.

- Each contract or program is monitored at the site of operation. On-site monitoring may include but is not limited to: an entry interview with the Program Operator's designated representative, a review of applicable written policies and procedures, staff and participant interviews, a review of participant records, a review of financial procedures/records/documentation, a review of performance and follow up procedures/records/documentation, and an exit interview with the Program Operator's designated representative. Technical assistance may also be provided to ensure continuous improvement. A draft monitoring report will be generated within 30 days of the on-site monitoring visit for the Program Operator to review, upon completion of the draft report review, a final report will be generated within 7 days for the Program Operators to respond to.
- A written monitoring report is completed on each monitored contract or program and submitted to the Executive Director, who subsequently will distribute the report to the Program Operator. The written report includes but is not limited to: Findings and recommendations on identified deficiencies as well as administrative concerns regarding program operations. The Executive Director will request a response from Program Operators. Program Operators will respond with all corrections within 30 days.

- Oral reports may be made to the Executive Director when apparent deficiencies are identified which may need immediate action. Such deficiencies include but are not limited to: Inaccurate or insufficient financial management procedures, inaccurate or insufficient participant eligibility determinations, child labor law violations, or non-compliance with the terms and conditions of the contract or other applicable federal, state, board, or WIOA requirements.
- The Compliance Review Officer will review Program Operator's responses to the monitoring report and will determine if action taken by the Program Operator is sufficient to satisfy the recommendations contained in the monitoring report. Additional information may be requested if deemed necessary by BCWDB staff and staff may conduct follow up monitoring reviews/visits to ensure corrective action has been initiated, is on-going, or has been completed. Once it has been determined that deficiencies have been corrected, the Program Operator will be notified that no additional action is necessary.
- Desk reviews are conducted by BCWDB staff to ensure that the performance objectives of Workforce Development Area are attained within reasonable limits. These performance reviews are used to determine whether program design is adequate to meet the needs of the eligible population and whether program design is adequate to attain planned objectives. Performance reviews are conducted at regular intervals on each contract or program. Participant and financial status

reports completed and submitted monthly by Program Operators are reviewed on the basis of actual cumulative data versus planned data, actual performance rates versus planned rates, and actual performance relative to performance standards criteria. In addition, reports generated from the Virginia Workforce Connection are used to monitor program performance. BCWDB staff may request performance reports or information from Program Operators for the purpose of analyzing performance data or to respond to performance related inquiries.

- Special investigations are conducted when information is received which indicates possible fraud, abuse or alleged criminal activity. The investigation is designed to provide the BCWDB and the Executive Director with sufficient information to justify a decision to notify the appropriate legal authorities.
- The Executive Director notifies the BCWDB Chair and the State WIOA office or Department of Labor upon receipt of any request to conduct a special investigation and/or upon the initiation of any special investigation.
- The BCWDB Chair appoints specific persons as appropriate to conduct special investigations.
- Assistance or advice from other individuals approved by the Executive Committee may be solicited during a special investigation.

Corrective action and follow-up is conducted to eliminate reported violations.

Corrective action plans are developed and implemented for the purposes of alleviating reported inadequacies in acceptable operating procedures, standards of accountability

or program performance standards.

WIOA Sunshine Provision for Staffing Plans

All vacancies are posted online through the Virginia Workforce Connection website to ensure a broad audience will be reached. Additionally, positions are noticed in area newspapers in the Classified section. Notice of vacancies are posted until the application deadline is attained and all periods for filing an application are of such length to ensure a broad range of candidates can view the notice and apply for the position. All partners subscribe to the “Equal Employment Opportunity” provision of law and do not discriminate on the basis of race, ethnicity, gender, age, or any other protected category. A compendium of each search is retained by BCWDB for a period of two years.

Collaborative Strategies

The BCWDA provides universal access meaning that all adults shall have equal access to programs and that no adult shall be at a particular disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access to services takes into account issues such as: eliminating architectural and programmatic barriers to individuals with disabilities; facilitating access for individuals with poor computer skills to computer-based information and services; excluding place of residence as an eligibility-criteria for receiving services; and furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

In the BCWDA, various workforce development services include:

- Employment services provided by the Virginia Employment Commission;

- Job search assistance/intensive services provided by the deliverers of WIOA Title I services;
- Work program initiatives provided by The Department for Aging and Rehabilitative Services (DARS) provide employment services to help individuals with disabilities prepare for, enter, engage in, or retain employment
- Work program initiatives provided by the Department of Social Services (DSS) offices;
- Pre-employment services for welfare clients.
- Various technology resources such as job search on the Internet and Labor Market Data (provided by the VEC), and Adult Basic Education services as well as various vocational schools, technical schools and postsecondary programs and facilities.
- Key suppliers in BCWDA are all required partners receiving federal funds, and others, including:
- The Virginia Employment Commission - providing Employment Service and various other employment related activities such as Trade Act, Veterans Services, and Unemployment Insurance.
- WIOA Title I Adult and Dislocated Worker Services are provided by the Rappahannock Goodwill Industries in Fredericksburg and the Rappahannock Community College in Warsaw and Saluda, and Eastern Shore Community College in Onley.
- BCWDA has contracts for Youth Services with The SkillSource Group,

Rappahannock Community College, and Eastern Shore Community College.

- BCWDA residents have access to three community colleges supplying postsecondary education, various approved training providers, two regional technical schools in Spotsylvania and Warsaw, all providing specific occupational skills training on site.
- Migrant and Seasonal Farmworker Program services are provided by the Telamon Corporation.
- Adult literacy services are provided by Planning District 16 Regional Adult Education, Northern Neck Regional Adult Education, Middle Peninsula Regional Adult Education, and Planning District 22 Regional Adult Education.
- Additional program services are available for older workers through the Rappahannock Area Agency on Aging, Bay Aging, Inc., and the Eastern Shore Agency on Aging/CAA.
- One-Stop system design that reflects an integrated approach organized by functions and with a focus on quality service delivery.

Technology will continue to be a common thread in expanding access to workforce services, particularly for individuals with barriers to employment. In addition to the adaptive technology made available through the Department for Aging and Rehabilitative Services (DARS) and the services offered by the Department for the Blind and Vision Impaired (DBVI), we envision partnering with localities in Area XIII who are installing broadband internet access. This would allow rural and remote users to access

workforce services. It will also provide some job seekers opportunities to create home-based, small businesses because of increased access to the internet.

Facilitating the Development of Career Pathways and Co-enrollment in Programs

The Business Services Coordinator will work with economic development officials to create a priority ranking of sector targets. Subject matter experts in the region will be convened to identify the career pathway, credentials, and career-technical training sources. Once the pathway has been identified, an advisory group of employers in the sector target will be convened to affirm or revise and affirm the pathway. Working with our Planning District Commissions and economic developers, we will append growth projects and wage ranges for each step on the pathway. Following that, we will distribute the Infographic to workforce development partners and our sixteen school systems to be used in career counseling.

Co-enrollment is ongoing on an informal basis; however, co-enrollment could be increased substantially with a common intake form and a shared data base designed to help flag co-enrollment possibilities and opportunities. This is an area where additional leadership from VCCS and the Secretary of Trade and Commerce's office would be most welcome. Efforts the Commonwealth makes and the success it has in creating a full client data sharing system will go considerable distances to ensuring co-enrollment opportunities are maximized.

Improving Access to Activities Leading to a Post-Secondary Credential

Improved access will be the result of continued collaboration with all workforce development partners, education and training partners, and community-based partners. We will continue to convene meetings, work toward greater information dissemination,

pursue system alignment, provide collaboration opportunities, and develop career pathways. And we will measure—because, as the expression goes, “what gets measured, gets done.” We are currently underway with career pathway mappings in the Healthcare and Information Technology fields, credential identification, and exploring credential portability and stackability. As we move farther into this process and as we learn from best practices developed by other localities, both in Virginia and in other states, we are confident that we will identify myriad ways to improve access to activities which lead to post-secondary credentialing.

Business Services

Explicit in the Combined State Plan is using the “target sectors” model. Briefly summarized: economic developers identify business sectors to focus on in their economic recruitment (new prospects) and expansion (existing businesses) work. In turn, workforce development providers will work to ensure an adequate workforce with the skills required in those same business sectors identified by economic developers. It is easier to attract business and expansion if an area fields a ready workforce; an area prospers if its workforce can move through careers to higher paying jobs. This approach calls for innovation in how a higher level of business services will be delivered. It requires the Business Services Coordinator (BSC) and the Business Services Team (BST) address the opportunities inherent in a targeted industry sector strategy.

The first task of the Business Services Coordinator, in partnership with economic development officials, was to select three key target sectors from those identified by the localities (1st Healthcare, 2nd IT, 3rd Logistics). The second task was to rank and prioritize the targeted industry sectors based on the following criteria:

- The potential for high wage-mobility. The BSC will use Labor Market Index (LMI), Career Index (through VCCS), economic development reports, and data available through the Planning District Commission to establish:
 - a) a median income floor that the targeted industry sector meets for wage-earners and;
 - b) that there is a career pathway available with multiple entry points for the workforce.
- A high-growth sector. Targeted industry sectors that show high potential for expansion in the region will be ranked more highly than those with slow to moderate growth potential.
- Significant current and future workforce openings. The Business Services Team, in its efforts to prepare a workforce with wage mobility in growth areas, must ensure that there is evidence demonstrating a continuing demand for a skilled workforce in the target sector.

[Note: There will be certain targeted sectors which may show potential for continuing growth or higher demand but which do not hold opportunities for high wage-mobility—tourism and hospitality, for example. These sectors will continue to be served by the One-Stop Center and its partners; however, the BST will retain its focus on high wage-mobility in targeted growth sectors to both benefit the workforce, particularly those facing barriers, and ensure economic development and vitality for the region.]

Once the targeted industry sectors have been ranked, those sectors with good wages, growth potential, and high forecast of future openings will be prioritized.

The Business Services Coordinator (BSC) will create three teams for each sector:

- Business Services Team (BST): Name of Targeted Sector. This team will be comprised of the economic developers targeting the selected sector, the One-Stop manager, and representatives of the institutions that provide training, education, and credentials that support careers in the target sector. The team will focus on identifying training, education, grant-funding opportunities to develop the workforce side of the skill equation.
- Name of Targeted Sector: Career Pathway Mapping Team (CPMT). This group is comprised of individuals who deliver training and education for the skills needed in the selected sector. The focus of this team is to map the career pathway from entry level to higher paying jobs in the targeted sector. The team will identify entry and exit points, requirements for entry and exit, necessary credentials, next logical career progressions on the pathway, barriers to individuals, known mechanisms for removing barriers, and training/education providers.
- Name of Targeted Sector: Sector Advisory Team (SAT). This team is comprised of individuals currently working in and highly familiar with the requirements of the targeted sector. The SAT will verify and validate that the career mapping process accurately reflects the pathways in the specific sector. Additionally, this team will identify areas where the workforce needs additional skills.

The Process:

- BSC: Work with economic developers to identify and qualify three target

sectors. Convene a Business Services Team for each selected sector.

The economic development officers will provide access to subject matter experts in each of the targeted sectors as each sector becomes the focus of Career Pathway mapping. Completed Career Pathways will be shared with the economic development officers for their use when they are working with businesses for expansion and location. Economic development officers will be invited to attend on-going subject-matters-expert focus groups to assess for themselves where challenges remain in preparing a skilled workforce.

- CPMT: BSC will convene and facilitate education, training, credentialing/certifying agencies to map the education/training/credentialing pathway for the targeted sector. Identify job categories accessible with each level of skill attainment. Identify entry points into skill attainment. Identify exit points. The composition of this group will change with each career pathway mapping process. Targeted industry sector teams will be convened at intervals to review the on-going accuracy of the skills attainment components of their respective career pathways.
- BSC: Working with partners, identify the wage range for each of the identified job categories and verify there is a wage progression available.
- SAT: Convene targeted industry sector professionals, ensuring the composition of the group fairly represents those who are subject matter experts (SME) for the targeted sector. For example, if the target is

Advanced Manufacturing, the focus group should be comprised of approximately one-fourth each of plant operators, line/project supervisors, quality control specialists, and human resources officers. Each sector focus group will have a different blend of subject matter experts depending on the organizational structure of the industry. It is generally safe to assume that nearly all businesses within any one targeted sector will share similar organizational structure. The role of the focus group is to assess, refine, revise, validate, and affirm the correctness of the draft Career Pathway. Members of the focus group will also be asked to identify gaps in training and skill attainment that need to be closed to ensure a workforce that is job ready.

- BSC: Convene a meeting of individuals in the education/training sector, subject matter experts, and workforce partners whose clients are those with barriers to employment to begin evaluating the accommodations, assessments, or assistive technology necessary to enable those job seekers improved access to a Career Pathway.
- BSC: Create a distribution pipeline to workforce services providers, educational/training/assessment partners, guidance counselors in K-12 and post-12, economic developers, and businesses within the targeted industry sector to share the mapped Career Pathway. The mapped Pathway will be incorporated into career counseling.
- BSC and BST: Continue working with the focus group of subject matter experts and workforce partners in assessing soft-skills gaps in the existing

workforce and identifying other issues preventing efforts in meeting the needs of employers.

Pursuit of Grants: Now that the BST has completed at least two Career Pathway maps, attention will be turned to securing grant funding. for training, on-the-job-training, and apprenticeships to increase skill and credential attainment in the mapped targeted industry sectors. It is anticipated that monies for skill and credential attainment will be available primarily at the federal level (Department of Labor, e.g.) and the state level (Virginia Community College Systems, GO Virginia, e.g.). At the local level, the BST may pursue funding from target industry sectors coalitions, but believes there is little or no money available from the localities themselves. While the BST has some experience in successful grant application, the BST will partner with other Workforce Development Boards who have a record of successful grant applications. The goal is to pursue two grants, minimum, annually to support skill and credential attainment.

There are two primary teams operating in workforce services. Our traditional team of partners deliver services through Titles I, II, III, and IV. That team continues to be led by our Workforce Center Manager, who will remain a significant point of contact for those using the workforce services system. The focus of the partners is on service delivery to job seekers and incumbent workers, with a high degree of responsiveness to businesses who request assistance (job fairs, interviewing/screening candidates, reduction-in-force responses). This team will continue to focus on coordination and integration across core programs, systems alignment, streamlining processes, eliminating redundancy, and improving customer services.

The Business Services Team will have multiple compositions, depending on the

work at hand. The primary point of contact for the BST will be our Workforce Center Manager, which will lead the Business Services Team in developing a more highly skilled workforce that strengthens our local and regional economies.

Agility in Innovation and Opportunity: We recognize that the proposed plan may need to undergo significant revision at the end of 2018 as we gain experience in a new model; however, we are excited at the prospect of delivering business services in an economic development context for the significant benefit of our workforce. We will learn and we will continue to improve our model.

Area XIII is enthusiastic as it embarks in bringing an entirely new dimension to reality as we partner with Economic Development to create an integrated system that provides high wage-mobility to our workforce and we bring a more highly skilled workforce to businesses (existing and prospective) in our region's targeted industry sectors.

Finally, the BCWDB will convene meetings of business representative, including small businesses, to identify their needs and challenges and to explore ways in which our workforce development system can meet their needs through incumbent worker training, on-the-job training programs, and customized training programs. We will solicit input and insight, during these focus group sessions, on target sector strategies, career pathway initiatives, better utilization of business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

Economic Development Collaboration

The BCWDA is leading efforts to engage a diverse range of employers to develop effective linkages with regional employers to support their utilization of and

participation in the local workforce system. The BCWDA has also enhanced communication, coordination, and collaboration among employers, economic development entities, and service providers to ensure activities meet the needs of employers and support economic growth in the region.

The BCWDA utilizes sector partnerships which are regional, employer-driven and sustained partnerships of business, economic development, workforce development, education, and other community stakeholders. They improve access to good jobs and/or increase job quality in ways that strengthen an industry's workforce. Sector partnerships share four elements that distinguish them from conventional workforce programs:

- They focus intensively on a specific industry over a sustained time period, customizing solutions for multiple employers within a regional labor market.
- They strengthen economic growth and industry competitiveness by identifying highest priority workforce challenges and creating new pathways into targeted industries, and toward good jobs and careers. This approach benefits low-income individuals and sustains and creates middle-class jobs.
- They utilize conveners or workforce intermediary organizations that have a deep understanding of worker and employer issues in an industry and within a regional labor market. These organizations facilitate the many stakeholders involved to develop and implement industry-based workforce solutions.

- They promote systemic change that achieves benefits for the industry, workers, and the community.

Our Business Services Coordinator will maintain frequent contact with local economic developers and with the Fredericksburg Alliance, attend economic development meetings on a routine basis, seek affirmation from economic developers before pursuing a sector strategy in career pathway mapping, and become a subject matter expert on the driving workforce demographics for the region. A primary goal is to form relationships with the economic developers so they see BCWDB workforce system as a go-to partner for engaging prospects and assisting with expansions of existing businesses.

One-Stop System

The BCWDA has developed a One-Stop delivery system that utilizes providers of WIOA Title I Adult and Dislocated Worker services (one each in planning district: 16 (a Comprehensive One Stop Center is in Fredericksburg Virginia), 17, 18, and 22) to make the core services of all required and many optional One-Stop program partners available to all customers. Each workforce location provides customer access to all required One-Stop program partner services on-site. Access is accomplished by any one or combination of service delivery components such as co-location of partner staff, utilization of on-site screening and referral to appropriate One-Stop service providers who maintain an on-site scheduled presence, screening and referral to One-Stop partner facilities off site, utilization of technology to provide services, and distribution of One-Stop program partner materials on-site. The BCWDA has a completed MOU with required One-Stop partners outlining each partner's specific role in the One-Stop

delivery system.

Each workforce partner receives continuous improvement training from his/her sponsoring agency. Additionally, the workforce partners meet periodically to discuss processes and identify problems that need to be addresses. The standard continuous improvement process circle is employed in these solution sessions: Identify/Measure, Plan, Do, Assess, Revise.

Workforce partners receive informal updates as agency processes and procedures change, they receive site orientation, and all receive training when DOL and VCCS have policy changes.

Technology will continue to be used to facilitate service delivery both at workforce partner sites but also in more remote locations. We monitor and evaluate software, accessibility, and other aspects of technology to ensure our One-Stop is accessible.

Staff receive email, technical updates, and formal training to ensure they are up-to-date with policy requirements, best practices, and increased efficiencies in workforce development practices. Staff are trained to use Virginia Workforce Connection as the system of record and, in that training, adherence to timely data entry requirements for WIOA services is stressed.

All staff have been trained in the delivery of high-quality customer service and every customer is provided with a Customer Satisfaction Survey to complete. Completed evaluations are aggregated and the feedback is provided to our staff. We are fortunate to have highly qualified, customer driven staff members who consistently receive favorable feedback.

Of the 20 front line staff members who interact with customers, 13 are certified, representing a certification of 65% or well above the established threshold of 60%, this includes 3 staff members at the BCWDB administrative office.

We are proud of the certifications and the accomplishments and dedication of those individuals who are certified. That said, there is still some lack of shared guidelines on reciprocity in recognizing the certification equivalency of workforce system partner agencies. Finally, BCWDB would welcome a discussion of returning to the Commonwealth funding the certifications. When the Commonwealth paid the enrollment fees for staff to receive training it was an incentive for that training while, simultaneously, demonstrating the Commonwealth's commitment to the highest level of workforce professionalism.

Site Locations

BCWDA has four providers of WIOA Title I Adult and Dislocated Worker services as listed below:

VA Career Works: Fredericksburg Center (One Stop Comprehensive Center)
Rappahannock Goodwill Industries (Management Team)
10304 Spotsylvania Avenue, Suite 100
Fredericksburg, VA 22408
Area Served: City of Fredericksburg, Caroline, King George, Stafford, and Spotsylvania Counties

VA Career Works: Warsaw Center
Rappahannock Community College (Management Team)
52 Campus Drive
Warsaw, VA 22572
Area Served: Richmond, Westmoreland, Lancaster, and Northumberland Counties

VA Career Works: Saluda Center
Rappahannock Community College (Management Team)
2893 General Puller Highway
Saluda, VA 23149
Area Served: Essex, Middlesex, Mathews, King and Queen, and King William Counties

VA Career Works Eastern Shore Center
Eastern Shore Community College (Management Team)
25036 Lankford Highway, Unit 16
Chesapeake Square Shopping Center
Onley, VA 23418
Area Served: Accomack and Northampton Counties

The BCWDA Comprehensive One-Stop partners specifies in an attachment to the MOU the specific services to be provided, how and where customers can access required services and how all available partner resources will be utilized to fund the cost of the entire One-Stop delivery system.

Examples of proposed program integration are:

- All required VEC services (ES, UI, Veterans, Trade, etc.) provided on-site at each workforce center.
- A representative of Title I WIOA Adult Programs and Title I WIOA Dislocated Worker Programs on-site or represented full-time at each workforce center.
- Scheduled on-site presence in each One-Stop center:
- Programs under Title I of the Rehabilitation Act of 1973.
- DSS Work Programs
- Adult Basic Education and Literacy
- Youth Programs
- Other One-Stop partners may have program screening performed by the workforce center with customer appointments scheduled either on-site at the centers, or an appointment may be scheduled for the customer at the partner's site:
- Title V of the Older Americans Act

- Postsecondary Vocational Education
- MSFW program
- Some workforce centers may have a scheduled presence of local Department of Social Services staff to deliver various optional partner programs operated by DSS on-site at the One-Stop center location.
- Appropriate One-Stop program participant materials, brochures, literature, etc. will be made available to all customers at each One-Stop center.
- Several optional partners plan to be involved at each One-Stop Center providing services. These include:
 - State Information & Referral including family resources and referral.
 - Chambers of Commerce are exploring the coordination of internship opportunities for adults.
 - Area child care providers offering workshops on choosing appropriate child care.
 - Employers will provide periodic workshops on career opportunities and paths within their companies or a specific field.

Through regular oversight and monitoring of WIOA sub-recipients and contractors, the BCWDB will assess compliance with regulations and policies established by the Workforce Innovation & Opportunity Act (WIOA), Virginia Community College System (VCCS), BCWDB, as well as compliance with the terms and conditions of contracts between BCWDB and Program Operators. Monitoring activities will be conducted at least once per year, and appropriate corrective action will be administered when evidence indicates a possible violation of one of the regulations or policies. The major systems of compliance review include, but are not limited to: administrative, financial,

and program.

Compliance monitoring will be conducted by reviewing records and documents maintained by the BCWDB administrative office on each program or contract, conducting onsite reviews and desk reviews of procedures, records, and documents maintained by the contractor or program operations staff, and by submission of written reports of findings, including corrective action recommendations if appropriate.

The One-Stop system ensures that there is no wrong door for customers; thus, the system consists of a network of every partner providing services that satisfy the definition of Career Services under WIOA. Job seekers may enter the system through any participating agency.

The BCWDA will ensure that all customers are provided with universal access to career services offered and delivered throughout the One-Stop system. All partners have a checklist of Career Services. If job seekers participate in any one career service plus job search and are preliminarily determined by the partner to be eligible for services under WIOA, a direct referral may be made to the service provider along with documentation of the services received. It is envisioned that at some point in the future, customers will have access to a computerized self-assessment package as well as computerized self-registration for services. The service provider is required to initially document customer eligibility to receive WIOA Title I services as the BCWDB has determined that WIOA funds are limited in BCWDA. The service provider will also determine whether career services are the most appropriate service based on an initial assessment. Those not eligible or in need of other services prior to career services will be referred to other services or providers, as appropriate. Once eligibility has been

verified and documented, and career services determined to be appropriate, the case manager will conduct an in-depth objective assessment with the customer to determine aptitudes, abilities, interests and educational levels. Among the assessment tools that may be used are CareerScope, Virginia Wizard and TABE. Once the objective assessment has been completed, the case manager in conjunction with the customer, utilizing all data previously gathered, will develop an individualized training plan. This plan is designed to determine specific customer needs as well as plot a specific course of action to enable the customer to secure suitable employment. During the assessment and individualized training plan phases, the customer will be participating in job search as well as job readiness activities as appropriate.

The role of the case manager in the career services phase is to determine what additional services are needed by the customer and to assist the customer in this more hands-on, staff-assisted, job-search activity. If the customer is unable to secure suitable employment after career services are provided, the case manager will assist the customer in developing an individual training plan and timeline. The customer will be provided with an approved Eligible Training Provider listing and individual program/provider performance information as well as available pertinent information concerning the selected training program such as starting wage rate, available job openings, distance to travel to inquire of available openings, projected employment trends for the specific training program selected, etc. The customer will be provided with the approved ITA policy as well as an account with which to purchase requested training from the selected training provider. The case manager will provide needed counseling, case management and supportive service/needs-based payments as

appropriate during training participation. Follow-up services will also be provided to ensure employment retention or to provide additional employment related services as required. Individual VA Career Works centers/operators and/or deliverers of Title I WIOA Services performance will be reviewed and evaluated by the BCWDB on an annual basis and corrective action implemented as required.

Each year data will be gathered by BCWDB staff to determine individual service provider actual performance versus planned performance goals. Recommendations for improvement will be made by the BCWDB with follow-up performed to determine the success of the corrective action procedures implemented. Initial needs of employers are being determined through surveys and focus groups in each sub-region of the Workforce Area. The needs of employers in the BCWDA will be updated by utilizing local resources and employer data. Input will be solicited by the BCWDB from the Virginia Employment Commission's Employer Advisory Committees, community college advisory committees, local area business organizations, economic development organizations, and private sector representatives on the BCWDB and its Management Teams.

The BCWDB, working in conjunction with the One-Stop partners and the One-Stop delivery system, will implement processes and procedures within the One-Stop delivery system in an effort to satisfactorily address all employer needs and concerns generated as a result of the information gathered from the employers and business organizations. Efforts will be made to continually evaluate the effectiveness of the One-Stop delivery system in meeting employer needs with the emphasis placed on continuous improvement in our service levels to area employers. Local area surveys

have been conducted of employers and job seekers in an effort to determine employment and training needs. The data gathered from the surveys will be utilized by the BCWDB and its Management Teams to properly plan for, and implement, appropriate employment and training options necessary to meet the perceived needs of our current employers and job seekers. All localized One-Stop efforts will be based on the specific needs of customer groups. The BCWDB will determine if customer needs are being met and any needs for additional customer services to be offered through our local One-Stop delivery system.

The Management Teams have identified Standards for Service Delivery in each One Stop, and operational and customer performance measures which support the Standards identified. A system of measurement is being developed for each Center. The Management Teams will collect data on the measures through internal and external customer surveys, data records, and anecdotal means. The data will be provided to the BCWDB at its regular meetings. The Management Teams will deploy strategies and measures to continuously improve operational performance and customer satisfaction. These strategies may include the chartering of Process Teams around specific processes that may need to be improved.

Adult and Dislocated Worker Services Provided

Under WIOA Title I, “adults” are individuals age 18 and over “dislocated workers” include those who have been laid off or have received notice of termination from employment, are self-employed but unemployed due to general economic conditions, are the spouse of a member of the Armed Forces on active duty who is unemployed due to relocation for permanent duty reassignment, or are displaced homemakers. The

adult funding stream includes a priority of service for public assistance recipients and other low-income individuals, as well as individuals who are basic skills deficient, for receipt of career and training services. Also, veterans are a priority population as a result of the Jobs for Veterans Act of 2002.

In the BCWDA, WIOA Title I Adult and Dislocated Worker funding streams pay for career services and training services. Career services cover a broad range of activities, including initial and comprehensive assessment of skills, providing information about careers and the local labor market, job search assistance, development of an individual employment plan, career counseling, internships and work experiences linked to careers, financial literacy, English language acquisition and Integrated Education and Training, information and assistance in filing for unemployment compensation, and assistance in establishing eligibility for federal and state financial aid. Training services include occupational skills training, on-the-job training, incumbent worker training, transitional jobs, and adult education and literacy provided concurrently or in combination with other training services. Local areas may also provide supportive services and needs-related payments to assist individuals participating in career and training services.

The delivery of WIOA Adult and Dislocated Worker Services in the BCWDA is as follows, WIOA authorizes “career services” for adults and dislocated workers, rather than “core” and “intensive” services, as was authorized by Workforce Investment Act (WIA). There are three types of “career services”: basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services.

It begins with the eligibility process for Adult and Dislocated Workers as described in Virginia Workforce Letter (VWL) #15-02: eligibility guidelines for the adult, dislocated worker, and youth programs under the Workforce Innovation and Opportunity Act (WIOA) of 2014.

WIOA provides the following services to adults and dislocated workers, these services are further defined in TEGL 03-15 part 4: Career Services (Basic Career Services, Individualized Career Services, and Follow-Up Services) and Training Services.

Basic Career services are information or provided through self-services. These services are designed to inform and educate individuals about the labor market, their employment strengths, weaknesses and the range of services appropriate to their situation are considered informational in nature, and therefore do not require registration. Basic career services must be made available to all participants.

Individualized career services are offered in the form of WIOA staff-assisted job search and occupational development services. Individualized career services must be made available if deemed appropriate and needed for an individual to obtain or retain employment. Registration is required to receive individualized career services.

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Training Services are available to pay job-training costs associated with WIOA-approved training programs. WIOA funds can and should be coordinated with other

resources, such as Trade Adjustment Assistance (TAA), federal Pell Grants and partner funds. Training is made available to individuals after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed.

Rapid Response Coordination

Local Rapid Response services shall be coordinated and provided in accordance with the Southeastern/ Eastern (SEVA) Regional Rapid Response Coordinator's Service Plan, which includes the BCWDA. Incorporated in this service plan are the design principles of quality, consistency, relevancy, timeliness, seamless delivery, metrics and measurements, and collaborative partnerships; optimizing on the tenants of Business Engagement, Layoff Aversion, Rapid Reemployment, and Layoff Events.

The service plan is updated annually, when required, or when directed by higher authority. The service plan that covers the BCWDA may be found at:

<http://tncc.edu/workforce/business/seva>. The local area representative responsible for rapid response activities will notify the entity responsible for the delivery of Title I WIOA services as well as the VCCS and coordinate the rapid response activities provided for the plant closures, disasters, etc.

Each entity/organization will be responsible for providing individual program information for all represented programs and will make available their respective programs to affected individuals. The rapid response initiative will be coordinated and delivered utilizing the One-Stop Delivery System certified by the BCWDB.

Youth Services

The BCWDA's strategy for ensuring the availability of comprehensive services for

all youth has played an important role in the development and implementation of workforce programs and services in the Bay Consortium region of Virginia. The BCWDA serves the educational, employment training and job placement needs of low-income and other at-risk youth through its Workforce Programs. We have also served special education students through WIOA. The BCWDB prepares a Request for Proposal for Youth Services which is performed as described in the Procurement section of the local plan.

The BCWDA recognizes that youth need different types of opportunities and supports to achieve success. The BCWDA recognizes that no individual provider is financially equipped to meet every need of every youth and utilizes a workforce development approach that coordinates with the programs and services available within our service delivery area thereby efficiently and cost effectively providing the youth access to the fourteen elements mandated by WIOA.

Once a youth's assessment has been completed and Basic Work Readiness and/or Occupational Goals have been set, his or her Individual Service Strategy is developed. As previously mentioned, this is a living document and changes as youth progress through the program. Program elements (activities/services) that will help the youth meet his or her goals are then identified and steps are taken to ensure that the youth has access to these elements.

The BCWDA partners with local human service organizations and skills training providers to provide youth with the fourteen WIOA Program Elements described below:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a

secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;

Through the WIOA service providers, we witness first-hand how quickly students (particularly disabled and court-involved youth) can fall behind their peers and become disenchanted with school. Over the past decade, we have lived through the changes the Virginia Department of Education has made in their standardized assessment program. More and more students are at risk of dropping out of school because they are unable to pass required Standards of Learning (SOL) tests. Students who do not earn the required number of academic credits and pass the required SOL tests are not eligible to receive a diploma in the State of Virginia.

One of the priorities of the WIOA program is to assist youth in successfully completing their secondary education. The BCWDA will continue to target youth who are behind grade level and/or at risk of losing the opportunity to earn a high school diploma due to their failure to pass SOL tests. The WIOA service providers will continue to provide these youth with tutorial, study skills, basic educational skills and SOL remediation so that they can successfully complete the requirements for graduation.

Basic education skills include reading comprehension, math computation, writing, speaking, listening, problem-solving, reasoning, and the capacity to use these skills. Every participant in need of tutoring, study skills training and/or basic education skills remediation will be referred to our partner public school systems.

WIOA service provider case managers work closely with the families, schools, and counselors of clients who have documented disabilities that require the client to have an

Individualized Education Plan. Staff attends IEP meetings with clients and their families to ensure that clients are receiving the services they need to be successful when they transition out of high school. Many of these clients are not working toward a traditional diploma; they are working to achieve either an IEP diploma or a certificate of attendance from their high school. These diplomas are for individuals who, because of their disability, are unable to complete the standard high school coursework. The WIOA service providers ensure that clients and their families who receive these types of diploma are informed that the client can return to school for services until the age of 22. This enables the clients to receive wrap-around services and supports that due to the funding restrictions of the WIOA program, would otherwise not be provided. This is in the best interest of the client by maximizing the trainings and support programs that are available to him/her at no cost.

The WIOA service providers have collaborated with nationally and regionally accredited Distance Learning High School Diploma Programs that are also used by Job Corps to provide a learning environment for individuals who desire a high school diploma from a fully accredited institution.

The BCWDA and the Regional Adult Education programs have been community partners for many years and have been partners in the VA Career Works Fredericksburg Center for the past eight years. The WIOA service providers have provided additional tutoring to Adult Education clients who are struggling with the GED due to learning disabilities. In addition, when we have clients who do not have a high school diploma and it is deemed that the GED is a more appropriate goal, Adult Education has been a wonderful provider of GED preparation and tutoring.

Clients that have already obtained their secondary credential (standard diploma, IEP diploma, certificate of attendance, or GED) at the time of enrollment must earn a post-secondary credential that will assist them with obtaining employment in an industry that is currently in demand. One of the occupations cited in the December 2014 final report released by the Joint Legislative Audit and Review Commission was sales representatives, which is expected to grow 16% by 2022. To meet the needs of a high growth career area of the retail industry, clients have received occupational skills training in Customer Service. This has helped to provide a credential for our older youth in an area that may lead to immediate employment.

2. Alternative secondary school services, or dropout recovery services, as appropriate;

The BCWDA is fortunate to have several quality alternative secondary school programs available. Many of these programs provide a full array of educational programs (Carnegie credit classes, Credit Recovery, Online Learning, GED prep, ESL) to students while others provide limited educational services (GED prep only).

The BCWDA has partnered with many programs over the years to provide alternative services to the youth in our area such as the Individual Student Alternative Education Program (ISAEP). We have provided students enrolled in the GED prep program with mandated career and technical education as well as job placement assistance. Eight years ago, at the request of the 27th District Court Service Unit, a WIOA service provider obtained special permission from the Virginia Department of Education to provide GED prep services through an ISAEP program to school-age youth who are not eligible to attend public school (i.e. expelled or refused enrollment

due to criminal convictions). This academic offering met an identified gap in our community's educational system.

The BCWDA will continue to collaborate with these alternative schools to assist youth in need of specialized educational services. The BCWDA will continue to assist dropouts in accessing academic assistance through our own online diploma program as well as other alternative education programs as appropriate to each individual client.

3. Activities that help youth prepare for a transition to postsecondary education and training.

In general, few youth are prepared for post-secondary education when they arrive at the WIOA service provider. Instead, many youth have more immediate needs, such as completing high school, obtaining housing or childcare and getting a job. However, the BCWDA provides information regarding post-secondary education programs and student financial aid to every youth and encourages them to set this as a goal on their ISS. The WIOA service providers are responsible for ensuring that each client is exposed to various providers of postsecondary education and training including, but not limited to the Virginia Community College system, JobCorps, and Woodrow Wilson Workforce and Rehabilitative Center, a comprehensive medical vocational rehabilitation center available through the DARS.

The BCWDA partners with JobCorps outreach and admissions counselors. Counselors have mandated several JobCorp potential clients complete our WIOA program prior to being accepted into JobCorps. We have worked closely with these individuals on securing the necessary documentation for enrolling into JobCorps and work with those that do not have their high school diploma or GED in obtaining it prior to

leaving for JobCorps. This helps increase their chance of working on learning a vocation that will result in an industry recognized post-secondary credential while in JobCorps.

Each year, WIOA service provider case managers work closely with our partners at Germanna Community College, Rappahannock Community College, Eastern Shore Community College, JobCorps, and the DARS in assisting clients with completing college applications, filling out financial aid paperwork, arranging entrance tests, selecting appropriate classes and when necessary, providing the youth with tuition and textbook assistance. In addition to this assistance, WIOA service providers also support clients while they are attending classes if they need help with composing an essay, preparing for a test, or doing a project.

Helping youth identify a career path and design a plan to help them transition from high school to post-secondary education/training and employment is a goal in the BCWDA In-school youth program. As with our older, out-of-school program participants, WIOA service providers provide In-School youth participants with assistance in completing college applications and financial aid paperwork, arranging entrance tests and selecting appropriate classes. When necessary, the WIOA service providers provide them with tuition and book assistance.

4. Paid and unpaid work experiences that have as a component academic and occupational education, which may include—
 - i. Summer employment opportunities and other employment opportunities available throughout the school year;
 - ii. Pre-apprenticeship programs;

Per Federal law, summer youth employment opportunities must provide direct linkages to academic and occupational learning and may provide other elements and strategies as appropriate to serve the needs and goals of the youth. All activities and services outlined in this proposal are available to youth year-round. In our experience, we have found summer to be the backbone of a successful program. Summer is the only time many in-school youth are able to work and reap the benefit of hands-on skills training and workplace mentoring.

For many youth, summer also offers time to pursue more formal learning opportunities. Students with a specialized career interest, such as allied health, journalism and law enforcement, can take learning deeper during summer career enrichment programs. For example, area health care providers and Mary Washington Hospital located in Fredericksburg, Virginia partnered with the WIOA service provider to provide youth with an in-depth look at Nursing and Allied Health occupations. Specific activities included: career exploration; work readiness skills training; job shadowing; hands-on training activities; service learning; entrepreneurial training; mentoring; development of individualized transition and career plans; post-secondary education/training; job placement; and follow-up.

These opportunities allowed Youth to increase their:

- Social and interpersonal skills
- Thinking, reasoning and basic academic skills
- Capacity to understand, appreciate and plan for the future
- Ability to take on responsibilities
- Integration of vocational knowledge and career interests

Summer is also the only opportunity some youth have to make up the credits they need to obtain their high school diploma and/or post-secondary degree. In addition to offering summer opportunities to registered youth, WIOA service providers will continue to use the summer program as means to identify youth who require the year-round activities and services available through the workforce program to successfully complete secondary education and/or enter the employment market.

As part of our summer program, the WIOA service providers within the BCWDA, will continue to provide tuition assistance to rising juniors and seniors who need to retake one or two academic classes to retain their eligibility for a high school diploma. Our partners in this activity include all area public schools. Additionally, providing SOL-remediation classes for those juniors and seniors who did not pass SOL tests or need SOL tutoring prior to taking the tests.

As has been the case in the past, the WIOA service provider will pay youth a stipend to attend summer school classes. The WIOA service providers pay stipends for two reasons:

- It reinforces the WIOA service provider's basic premise that school is a student's job (linking academics to employment). The youth are required to sign a Summer School Contract (similar to an Employment Contract) that outlines the expectations regarding their academic performance, attendance and behavior. Just as employees are required to follow rules in order to earn a wage, summer school students who follow the rules earn a stipend.
- It addresses the dilemma that many disadvantaged students face - they need to earn money during the summer but also need to take summer school classes:

Education – verses – Work. The stipend enables them to meet their educational goals AND earn needed money.

Tutoring will be available to students who have trouble in their class(es).

Students who follow their School Contract will earn a weekly stipend.

The WIOA service providers will continue to offer summer employment opportunities to In-School and Out-of-School youth. These community-based training (work) experience opportunities will be developed as outlined in the description below.

Work experiences and community-based training provides youth with work readiness and occupational skills training in an employment setting. Working in teams, solving problems, and meeting employer's expectations are workplace skills that youth learn best through doing and master with the guidance of employer mentors. This activity includes a planned program of training that leads to the successful attainment of specific workplace competencies.

Youth may participate in training activities that include internships, service learning, and volunteer and paid training programs. Activities are designed to provide youth with actual hands-on, work-based learning experience in a field of interest to them. These activities allow youth to practice the employability and job retention skills learned in their work readiness skills training activity. They apply academics to real tasks performed in the workplace and participate as productive employees. In addition, they acquire the job specific skills necessary for a successful career. As part of their career portfolio, youth are required to keep copies of their training description, performance reviews, certificates and letters of reference.

The WIOA service providers have designed and will continue to implement a

comprehensive approach to ensure the youth's success in the work experience program. Sites are selected based on the youth's identified training need (basic skills, work readiness skills and/or occupational skills) as outlined on the Service Strategy. WIOA service providers have a database of work site partners that have proven to be effective training venues in the past. As needed, case managers develop training sites to meet the individual interest and training needs of youth.

All youth interview with the Work Site Supervisor. If the youth is accepted for the position, a Training Agreement is created. This Agreement includes a description of the training program, the responsibilities of the Work Site Supervisor, and the length of training. The Employment Specialist provides an orientation to both the Work Site Supervisor and the youth trainee. Each receives a manual outlining all aspects of the training program. The Employment Specialist monitors the youth's performance on an on-going, frequent basis. The youth's improvements and/or deficiencies are documented in counseling logs. As needed, the Employment Specialist addresses problem areas and, in some instances, a Job Coach is placed on the work site to ensure that the youth fully understands what is expected of him/her.

Performance reviews are conducted weekly throughout the training program. The youth, Work Site Supervisor and Employment Specialist take part in the performance reviews. A copy of the Work Site Agreement and Performance Reviews are given to the youth as well as maintained in his file.

The BCWDA has discovered through the years that our community has virtually no apprenticeships available and companies who do, often have a long waiting list. WIOA service providers work closely with the JobCorps outreach and admissions

counselor so that any of our clients who are seeking training in a trade that require apprenticeship are encouraged upon completion of our program to enroll into JobCorps. This will allow them to acquire the skills necessary and receive assistance with obtaining an apprenticeship opportunity while in their program. In December 2014, the Joint Legislative and Audit Review Commission released their final report of Virginia's Workforce Development System. Their report states that "Virginia's registered apprenticeship program appears more limited than programs in other states which market their services to job seekers and employers and help promote apprenticeship opportunities. Although federal funds could be used to defray the cost of the program to employers, this practice is currently not in place in Virginia." Despite these limitations, WIOA service providers work to try to find different avenues to assist our client with their personal and professional goals.

5. Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved; Clients that have already obtained their secondary credential (standard diploma, IEP diploma, certificate of attendance, or GED) at the time of enrollment must earn a post-secondary credential that will assist them with obtaining employment in an industry that is currently in demand. One of the occupations cited in the December 2014 final report released by the Joint Legislative Audit and Review Commission was sales representatives, which is expected to grow 16% by 2022. To meet the needs of a high growth career area of the retail industry, clients have received occupational skills training in Customer Service. This has helped to

provide a credential for our older youth in an area that may lead to immediate employment.

Other occupations that are expected to have high growth by 2022 include licensed practical and vocational nurses and health information technicians. A WIOA service provider is currently in collaboration with Germanna Community College (GCC) to develop a training program for our clients that are interested in a career in healthcare. This training program would be a preparatory course for GCC Certified Nursing Assistant or Personal Care Attendant training programs. The curriculum would provide clients with an introduction into health care careers as well as the rudimentary tenets of the certificate programs including topics such as proper patient handling, confidentiality, vital signs, and healthcare vocabulary as well as becoming certified in CPR and first aid. Clients would also obtain a CRC certificate because it is required by GCC for all their healthcare programs.

6. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

Faced with the changing demands of the 21st-century economy, employers require a better-educated workforce. Many employers state that the local applicant pool does not possess the basic skills needed to get the job done. As one goal of the WIOA is to educate and train youth to meet the skill demands in today's society, we will continue to ensure that our workforce-training programs have a strong educational component. WIOA service providers will continue to provide the type of hands-on service delivery that is needed to ensure that the at-risk youth we serve successfully

meet their goals and are prepared to meet the job-specific needs of local employers. The BCWDA works closely with area employers to identify their occupational skill needs and to tailor our programs and services to meet these needs. As stated earlier, health care occupations and sales representatives are projected to be the two occupations with the biggest growth according the report released in December 2014 by the Joint Legislative Audit and Review Commission. Sales representative positions are expected to grow 16% by 2022.

The BCWDA will continue to meet the request of local employers to provide youth with Work Readiness Skills Training. The WIOA service provider curriculum is designed to assist youth in meeting competencies in Virginia's Workplace Essential Skills, Workplace Readiness Skills and All Aspects of Industry. These competencies, which are requirements of the Virginia Department of Education's Individual Student Alternative Education and Education for Employment Programs, were developed using information gained from employers in a study by Weldon Cooper for Public Service - Virginia's Changing Workplace: Employers Speak.

7. Entrepreneurial skills training;

At the core of the entrepreneurial skills training component is instilling in our clients the importance of being willing to take chances and believing in themselves. WIOA service providers use a curriculum designed especially for youth by the United States Small Business Administration called *Young Entrepreneurs*. The course is a great introduction for young entrepreneurs. They learn the basics of creating and financing a successful business, evaluating their ideas, selecting the best financing options, and legally registering their business. The course also accesses valuable

resources that are necessary for a young entrepreneur. The course is self-paced and has four objectives.

- The first objective educates participants on what it means to be an entrepreneur and emphasizes the importance of being innovative, creative, persistent, resilient, flexible, passionate, and self-confident. It also emphasizes the importance of creating a business idea by looking at market trends, knowing what you already enjoy doing, and most importantly determining what you want to achieve as a business owner.
- The second objective identifies four business opportunities that are ideal for young entrepreneurs: an online business; a home-based business; a freelance business; and franchise opportunities. It discusses start-up costs, benefits, risk assessment, social impacts, income opportunities, and resources association with each.
- The third objective instructs students on the steps involved in starting their business including the business plan; financing options such as bootstrapping, microloans, and crowdfunding; business structures such as sole proprietorship, partnership, and limited liability corporations; and the legalities involved such as registering, permits, licenses, and taxes.
- The fourth and final objective of the course explains the importance of having supportive resources in the form of mentors, the community, and the internet that can answer questions, help navigate processes, and act as a sounding board for ideas. This section provides an overview of obtaining access to these resources and maximizing their benefits.

This curriculum is perfect for a youth program because it is free, self-paced, and only takes approximately 45 minutes to complete. It is designed for youth including those with disabilities and can be taught one lesson at a time. This enables staff to address the needs of each client and for each client to work at a pace that is comfortable for them so they do not feel overwhelmed by the information most of which is foreign and new.

8. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;

As a workforce program, it is imperative to keep abreast of what industries are in demand and are projected to experience growth in our area so we can assist our clients in making an educated decision regarding their future occupation. Labor Market Information (LMI) is at the very heart of effective information and guidance. It is simply not possible to help individuals realize their occupational aspirations and map their careers without an awareness and understanding of the labor market.

A new requirement with WIOA is to enroll all clients into Virginia Workforce Connection (VaWC) activity 407 which is Workforce Information Services. This activity is designed to introduce labor market information to each client and teach them how access national, state, and local labor market information. LMI comes from a wide range of sources and includes information on general employment trends (e.g. levels of employment, salary information, unemployment rates, skills gaps, and future demand), data on the structure of the labor market (i.e. what jobs exist, how many, and in which occupational sectors), information about the way the labor market functions (i.e. how

people get into jobs and move between employers), and data focusing on equality and diversity (which individuals are employed in different sectors and at what levels).

During the development of the Individual Service Strategy, case managers discuss with each client their short and long-term goals regarding employment. Each client is taught how to access various websites that provide labor market information in a variety of formats. It is important clients understand the availability of particular jobs within specific geographical areas, the level of existing competition, and the long-term income potential of each career path. One website that imparts information in an easy to understand format is Virginia Career View, which can be accessed at <http://virginiacareerview.com>. This website allows clients to search a myriad of occupations and learn about the availability of opportunities for that occupation in their area as well as across the state. It also provides information regarding education, earning potential, work activities, educational/training institutions, and even videos that help clients gain more insight into what is required of a particular occupation. This website also provides various links to other educational and employment resources including the Virginia Education Wizard. Clients are prompted throughout their enrollment in the program to access these resources to obtain information particularly when they are between jobs or want to access information regarding the training opportunities and cost for a particular occupation so they can make an informed decision.

For clients who are more uncertain as to a chosen career path, our community business partners have always been supportive and willing to allow our clients to come in for tours and one-on-one job shadows to allow them more insight into an occupation

and its industry. When a client finds an occupation they want to explore, case managers contact local businesses to inquire about work experience opportunities. Depending upon the parameters of the work experience, it may be paid or unpaid. Work experiences in which the participating business requires the client to be there on certain days and at certain hours resulting in more than 10 hours per week are typically paid. Work experience where the participating employer is only seeking an individual for one or two days a week and with minimal hours are unpaid. Unpaid experiences provide the client an opportunity to learn more about an area of their expressed interest, and we have found through the years that clients who are sincerely interested in an occupation are intrinsically motivated and willing to spend five to six hours per week without monetary compensation for their time.

9. Supportive services;

Supportive services will continue to be provided to youth as needed to facilitate their full participation in any component of this program. Supportive services may include, but are not limited to, assistance with transportation; childcare and dependent care; housing; medical services; and uniform and other appropriate work attire and work-related tools.

The BCWDA has many partners with community organizations that can assist youth with their needs and referrals will be made as appropriate. When a client needs housing, we utilize the Central Virginia Housing Authority, Homeless Shelters and local low-income housing complexes. WIOA service providers also have provided workshops presented by apartment complex managers to familiarize our clients with the process involved in renting or leasing. Many of our clients have health issues to include mental

illness and are without insurance. We have several contacts in the area to provide assistance in this area. The Community Service Board and various Free Clinics are available. WIOA service providers also work with Community Health Centers.

The determination of need for supportive service and the type and/or amount of such assistance to be provided is based on the results of the youth's Objective Assessment and documented in the Individual Service Strategy. Providing for these special needs can make the difference between participation and non-participation and/or program completion and non-completion.

10. Adult mentoring for the period of participation and subsequent period, for a total of not less than 12 months;

A mentor is an adult who, along with parents, provides youth with support, counsel, friendship, reinforcement and constructive example. Mentors are good listeners, people who care, people who want to help young people bring out strengths that are already there. Mentoring occurs in a variety of ways. As appropriate, youth are referred to our partner mentoring programs (i.e. Community Services Board, Family Preservation Services, Big Brothers and Sisters, etc.) However, the majority of the jurisdictions that BCWDA serves do not have structured, free mentoring programs available to youth. Therefore, we ensure that every youth enrolled in the workforce program receives mentoring from the adult professionals working with them. These professionals are committed to ensuring that the youth have the support they need to achieve their goals:

- Employment Specialists spend considerable time with youth while they are in the program and for one year during program follow-up. Weekly contact with the youth

during the program ensures that as problems arise, they are handled in a swift and compassionate manner. Weekly, bi-monthly or monthly contact with the youth during follow-up ensures the youth maintains success in his or her post-program activities.

- Job Coaches provide intense adult mentoring while a youth is on the job. Staff is trained to ensure that work readiness, job training, and independent living skills are delivered in a manner that best meets the youth's personality and learning style.
- Teachers provide daily mentoring to youth in the classroom. They model appropriate strategies to use when dealing with frustration, anger and conflict with others.
- Community-based Training (Work Site) Supervisors are role models for youth in work experience programs. These workplace mentors also assist youth in accessing the training and resources they need to reach their career and personal goals.
- The WIOA service providers identify a staff person at the occupational skills training and post-secondary education facilities that will be available to provide on-going assistance and support to our youth.

11. Follow-up services for not less than 12 months after the completion of participation, as appropriate;

As Workforce Development Professionals, we know that follow-up is a critical service in achieving strong, long-term outcomes. Statistics have shown if a person can succeed during the first six months after job placement, he or she has a much higher chance of long-term success. Should a youth experience a setback, an aggressive

follow-up system can provide the support and assistance needed to get him or her back on track.

Follow-up is provided to youth for one year. As many youth will achieve goals during this follow-up period, WIOA service provider staff keeps in close contact with the youth to provide them the support and assistance they need to ensure their success. Although we assist youth in identifying and creating a support network during the program, many of our youth do not have support from family and friends. Due to the on-going needs of the at-risk population that we serve, WIOA service providers spend considerable time during a 12-month follow-up period working with youth to achieve success in their post-program activities (i.e. employment, secondary education, and post-secondary education/training). Without this type of follow-up, the youth would not be able to meet their personal and employment goals and the BCWDA would not be able to meet mandated performance standards.

If it is determined during follow-up that a youth needs direct program services to successfully complete high school or keep/retain employment, then he or she will be re-enrolled in the workforce program. At this point, new goals will be developed and a new Service Strategy will be implemented.

Per the Workforce Development Board's Youth Follow-Up Services and Performance Policy (effective August 1, 2012 and updated August 3, 2017), follow-up services could include, but are not limited to:

- Leadership development and referral to supportive services available in the community;
- Regular contact with a youth participant's employer, including assistance in

addressing work-related problems that arise;

- Assistance in securing better paying jobs, career development and education;
- Work-peer support groups;
- Adult mentoring; and
- Tracking the progress of youth in employment after training.

WIOA service providers will, at a minimum, make at least one personal contact every four weeks for the first nine months and then make two contacts during the remaining three-month period. However, it has been our experience that some youth require limited follow-up services while others require moderate or intensive follow-up services. The WIOA service provider determines the needs of each youth and then provides the following level of follow-up services as appropriate:

Limited follow-up services may include monthly telephone contact with youth; monthly contact with school and/or employer; and referral to tutoring, employment and post-secondary training opportunities as needed.

Moderate follow-up services may include bi-monthly telephone contact with youth; bi-monthly contact with school and/or employer; limited access to support services paid for by program; assistance with job leads; and assistance in completing paperwork to enroll in post-secondary education/training.

Intensive follow-up services may include frequent telephone or personal contact with youth; frequent contact with a youth participant's employer, including assistance in addressing work-related problems; frequent contact with youth's school to address academic, behavioral and attendance issues; assistance in securing better paying jobs, career development and further education; work-related peer support groups/Job Club;

and independent living skills.

12. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;

Individualized career guidance and counseling is an important element of the BCWDA workforce program. Counseling involves regular contact with youth and is documented in case notes that are kept in the youth's corporate files. This contact allows the Employment Specialist the opportunity to determine a youth's status in the program, note progress that has been achieved and/or any problems that may have arisen. Close contact with youth also allows the case manager to provide case management services (i.e. referrals to community agencies for supportive services such as drug and alcohol abuse treatment) as needed. Regular contact ensures that the youth's training plan is still viable and that the Service Strategy is updated as needed. WIOA service providers routinely refer clients in need of counseling to the Area Community Services Board (CSB) and assists clients in completing necessary paperwork and setting up initial appointments.

Every youth enrolled receives career guidance and career planning services. Some youth receive intensive career education through Work Readiness Skills Training class. Others receive less structured career planning that is based on their specific, individual needs.

At a minimum, youth learn the basics of the career planning process:

- Self-Assessment: Identifying and understanding their values, interests, skills, and personal goals.
- Career Exploration/Research: Identifying and exploring career options.

Identify a viable career goal. Identify a career ladder.

- Develop a Career Plan: Designing a plan to move from where they are today to where they want to be in the future.
- Preparation: Acquiring the additional skills, knowledge and education they need to reach their career goal.
- Job Search Strategies: Identifying potential employers and effectively marketing themselves.
- Managing Their Career: Learning job retention strategies including how to access additional education, training and experience so that they can move up the career ladder.

Some youth may need other types of counseling to address substance abuse or mental health issues. The therapeutic counseling needs of our participants will continue to be immediately referred to a professional in their home community.

13. Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;

Leadership development opportunities encourage responsibility, employability, and other positive social behaviors. WIOA service providers understand the importance of fusing youth leadership development with workforce development activities. No employee will be successful if he or she lacks positive social behaviors. Positive social behaviors, also known as “soft skills,” focus on areas such as positive attitudinal development and include self-esteem building, maintaining healthy lifestyles, maintaining positive relationships, contributing to the well-being of one’s community

including voting, maintaining a commitment to learning and academic success; avoiding delinquency; postponed and responsible parenting, and positive job attitudes and work skills.

Leadership development opportunities include:

- Exposure to post-secondary educational opportunities;
- Community and service learning projects;
- Peer-centered activities, including peer mentoring and tutoring;
- Organizational and team work training, including team leadership training;
- Training in decision-making, including determining priorities; and
- Citizenship training, including life skills training such as parenting, work behavior training, and budgeting of resources.

WIOA service providers not only provide leadership skills training but develops opportunities for youth to assume leadership roles and demonstrate their leadership potential. They spend considerable time developing leadership opportunities for the youth we work with as well as for all youth who reside in the jurisdictions that we serve. Community service is an effective way to develop responsibility and leadership skills while allowing youth to contribute to the betterment of their community. Many of the youth enrolled in our program participate in community service projects and volunteer at the local food bank, Salvation Army, area homeless shelters, and numerous other community partners.

14. Financial literacy education.

The BCWDA understands the importance of providing our clients a deeper

understanding of money management. Prior to this program year, case managers would have a representative from an area bank come in and do a presentation for our clients on a quarterly basis. The presentation included information regarding budgeting, checking and saving accounts, direct deposits, and credit cards. Beginning with this program year, case managers and our remediation/high school diploma instructor began using the free curriculum that is provided by Practical Money Skills that was introduced to us by the State Coordinator for the WIOA Youth Program in early August 2014. The curriculum was reviewed by the director, case managers and remediation/high school diploma instructor and it was unanimously agreed that we should start including this as part of our services.

Our previous literacy education instruction only occurred quarterly and did not guarantee that all clients would have exposure. This new program gives each client the opportunity to deepen their understanding of financial literacy and staff can better monitor their understanding of the material. The curriculum includes guided lectures, worksheets, quizzes, and tests that are free to download. The curriculum is designed for all ages from pre-school through college and includes adaptations for clients with various disabilities. The topics range from very basic concepts such as creating a spending plan to a broader curriculum such as preparing clients who are working in establishing financial independence.

The program includes various assessments that enable staff to make an educational decision as to which level of the curriculum is most appropriate for each client. If the client completes initial assignments with ease, staff can easily move them to another level in the curriculum that challenges them but is not out of their capability. It

is important that our clients have a good understanding of money because as a workforce program, the goal is for them to obtain employment and start earning an income. It is imperative they can manage that income responsibly.

WIOA service providers also run credit reports for clients when necessary, arrange credit counseling appointments, and assist with setting up payment arrangements to pay court fees, fines and attorney fees. It is very important that clients leave in a better position than when they were enrolled. By assisting them with alleviating financial responsibilities that could prevent them from obtaining employment or their license, it removes barriers to a successful transition.

WIOA service provider's recruitment and outreach efforts will be mainly achieved through participation in the One Stop where many of our community partners have an office. The success in Outreach and Recruitment of past and current programs lies in our established linkages with potential referral sources (i.e. schools, court service unit, the Department for Aging and Rehabilitative Services, and social services, Chambers of Commerce, Rotary Clubs, One Stop Centers, private providers, workforce board and youth council, homeless shelters and local public housing authorities, Job Corps representatives, local justice and law enforcement officials, counselors, the local mental health, mental retardation and substance abuse agencies, apprenticeship programs, Virginia Community Colleges, other community- and faith-based organizations, and employers).

In addition, the BCWDA believes that effective youth programming requires community-wide partnerships. As a result, WIOA service providers maintain a variety of linkages with a number of other community programs, agencies and employers. These

linkages:

- Improve the recruitment and referral of hard-to-serve youth, including referrals of youth who do not meet youth eligibility requirements, to our One-Stop partners,
- Promote the efficient delivery of local youth services, and
- Serve as a vehicle to exchange information regarding youth needs and current services available.

Linkages are largely the result of individual WIOA service providers initiating contact with other agencies. Linkages are maintained through a variety of arrangements such as two-way referrals between agencies, the co-location of services, individual meetings, and group meetings. WIOA service providers meet frequently with staff from other programs and agencies to exchange information on the needs of local youth, existing youth programs, employer needs, and gaps in existing services.

The BCWDA believes that outreach should be coordinated and carried out with other partners in the community's workforce system. WIOA service providers have actively participated in job fairs. WIOA service providers also participate in local and regional Career Days sponsored by area school systems and the Department of Social Services.

An additional benefit of the program's various partnerships is that it allows WIOA service provider staff to tap into the resources and expertise of other programs when developing new education, transition and workforce programs and services. Linkages with local employers assist WIOA service providers in developing occupational training programs that meet our area's labor needs. Additionally, these linkages provide youth the opportunity to participate in community-based training (work) experiences (i.e.

internships, volunteer and paid/unpaid work experience, cooperative education programs, etc.) in fields that interest them.

The BCWDA recruitment efforts will focus on low-income youth, ages 14 – 24, who reside in BCWDA, meet the WIOA eligibility guidelines, have one or more barriers to successful school completion or employment, and are capable of entering employment and post-secondary education/training. We will also continue to utilize established linkages to recruit hard-to-serve youth (i.e. deficiency in basic literacy skills; school dropout; homeless, runaway, or foster child; pregnant or parenting; juvenile offender; or an individual, including a youth with a disability, who would benefit from additional assistance to complete an education program or to secure and hold a job).

Outreach, or the marketing and advertising of the program, is accomplished through a variety of means. Some WIOA service providers publish quarterly newsletters, which are distributed to over 400 juvenile justice, human service, educational, and business professionals in the George Washington Planning Region of Virginia. Written information is disseminated via posters, brochures, newspaper articles, Facebook, and their websites.

WIOA service providers work diligently on program retention and know that success in this area is obtained by keeping clients engaged and on track in completing their goals. The most important aspect of our retention strategy begins with knowing case management is the key to client success in the program. We subscribe to the philosophy that case management is a joint venture between the case manager and client in assessing the client's needs, setting goals to meet these needs and identifying and removing any barriers that might prevent attainment of these goals. The WIOA

service provider's case managers assist clients in accessing the activities necessary to achieve their goals, offer encouragement, provide counseling when needed and monitor progress towards achievement of the goals. Once a client has been enrolled into the WIOA program, they complete necessary assessments and then work closely with case managers in creating an Individual Service Strategy (ISS). The ISS is important because it documents all the activities and goals that have been set during enrollment and gives clients a tangible visualization of what they need to do and, upon completion, a sense of accomplishment and reward for their successes.

WIOA mandates that delivery of services be accomplished through the consolidation of federally-funded workforce programs by the establishment of One-Stop Centers. These centers are designed to provide a seamless delivery of services through the collective effort of a multiple of human-services partner agencies. Local workforce Development boards in collaboration with local elected officials govern the system. BCWDB oversees workforce training and preparation in Virginia's BCWDA, which includes the counties of Accomack, Caroline, Essex, King and Queen, King George, King William, Lancaster, Mathews, Middlesex, Northampton, Northumberland, Richmond, Spotsylvania, Stafford, and Westmoreland, plus the City of Fredericksburg, a total of 3,627 square miles.

Each of these counties as well as the independent city of Fredericksburg have a large amount of historical influence, beautiful geographical landscapes, and contain untapped resources, all of which are valuable economic commodities. In addition to being a very large and wide spread area, BCWDA lacks reliable and efficient public transportation, which makes it difficult for youth to obtain employment, attend

community college, and attend meetings with counselors, etc., unless they have a reliable source of transportation.

Supportive Service Provision

Supportive services may be made available to eligible WIOA participants. These will be administered by local program service providers and will be based on individual need. In each case, the need will be documented in the participant's file and must be recorded on the Individual Service Strategy/Employability Development Plan Form as the result of a pre-approved objective assessment. The Bay Consortium Workforce Development Board set a limit of \$2,000.00 per participant for supportive services.

The following amounts serve as maximums:

- **Travel*** - Mileage reimbursement may be paid for travel to and from the training facility or job interviews when the training facility/interview is at least 150 miles (round trip) from the participant's home at a rate of \$.35 per mile. MapQuest, Google, etc. printouts must be attached showing miles traveled. Vouchers for gas or transit may be provided. In all cases transportation should be explored from other sources prior to be provided by WIOA. The maximum per week allowance shall not exceed \$75.00. Program providers who have participants that travel unusually long distances to and from a training facility may request to exceed this limit by submitting the request in writing to the Executive Director or the Operations Manager of the Workforce Development Board. Reimbursement will not exceed \$350.00 per week and \$2,000.00 per participant. Receipts must be submitted.
- **Child Care**** - Child Care payments may be available for participants in training.

In order to receive child care, the participant must show evidence of need. The maximum allowance is \$30 per day (receipts required).

- Clothing/Uniforms – Training uniforms or appropriate work clothing required may be available for participants. The maximum allowance for clothing/uniforms is \$250.
- Tools/Safety Equipment – To receive assistance with training/work-related tools, the participant must show evidence of need and the inability to pay for the items themselves. The maximum allowance for tools/safety equipment is \$300.
- Medical – Medical supportive services may be provided if they are not available through no cost clinics and social services. The maximum allowance for medical supportive services is \$350.
- Job Search allowance - Funds may be made available to participants to go on out-of-area job interviews that are at least 150 miles from their home. Job search expenses must be approved by the case manager in advance. Said expenses will be reimbursed at a rate not to exceed \$.35 per mile for private vehicles. Reimbursement of interviews may also include overnight lodging, parking fees, tolls and meals with necessary. Receipts must be submitted with the reimbursement form. A maximum of two (2) interviews with any one employer are allowed. Reimbursement will not exceed \$200.00 per qualified interview.
- Travel - Vouchers for gas or reimbursement of \$.35 cents per mile for use of personal vehicles. Other forms of transportation such as public transportation, taxis, etc. can be used; however, receipts will be required for reimbursement.
- Meals - \$20.00 per day (receipts required)

- Lodging - \$100.00 per day (receipts required)

Funds may be made available to participants for relocating to a new or different area to accept employment. Participant must provide documentation of employment. Relocation must be at least 250 miles. However, the maximum allowable of said assistance will not exceed \$2,000.00. Relocation expenses must be approved by the case manager in advance. Receipts must be submitted with the reimbursement form. Any supportive service expenses that exceed the policy limits must be approved in advance by the Executive Director or the Operations Manager of the Workforce Development Board. Request to exceed the policy limits must be submitted in writing.

The maximum dollar amounts listed above for clothing/uniforms, tools, safety equipment and medical are for the total single length of WIOA participation for each client.

Other supportive services that may assist the participant with their training will be provided on an individual case-by-case basis. Each situation will be evaluated as the need arises and determination on whether support is required will be reviewed by the program provider and then submitted to the BCWDB Executive Director or Operations Manager in writing.

* MapQuest, Google, etc. printouts must be attached. All mileage must be documented for accounting and audit purposes.

** Must be a social service approved child care provider.

Training Services

The purpose of training is to provide eligible participants with the means to obtain the necessary skills to become gainfully employed or re-employed. This policy is

intended to define and establish parameters for Individual Training Accounts (ITA) and On –The – Job Training (OJT) development and expenditures.

Fund of Last Resort: Workforce Innovation & Opportunity Act (WIOA) funds are to be used for training only after the participant has been deemed ineligible for assistance from other sources of funds to pay for training, including Pell Grants, or any other federal, state, or local grants available through the One Stop Service Delivery System. WIOA funds may be used to enroll participants in the first semester of classes if the time frame for application and award of other grants preclude enrollment in a timely manner. Case managers shall include documentation of pursued options for alternate funding in the participant's file. If eligible for other funding, continued enrollment and training shall be paid for with funds other than WIOA funds.

The maximum training benefit per participant shall be \$4,000 per program year. This limit does not include funds required for accommodations for disabilities, such as interpreters, but includes only the fees for tuition and supplies directly applicable to training and employer reimbursement for on-the-job and/or customized training. Exceptions to the maximum training limit may be granted with prior approval. Consideration of an exception requires the submission of a written request presenting documentation and rationale. Exceptions up to \$6,000 per participant in any one program year may be approved by BCWDB Executive Director, Operations Manager or Fiscal Manager. Exceptions over \$6,000 require the approval of the BCWDB Executive Director.

Participants must complete training funded with WIOA funds within a 24-month period from the time training begins. The BCWDB Executive Director, Operations

Manager or Fiscal Manager may approve exceptions to this time limit for clients in degree programs for occupational training to respond to shortages in the community.

Under WIOA Section 134(c) (3) (F) (i) it states “Training services must be provided in a manner that maximizes informed consumer choice in selecting an eligible provider”.

The BCWDA participant can choose the program and provider for the occupational training they need to meet the goals in their individual plan. In order to use WIOA funds for training, they must choose a training program that has been certified by a Local Workforce Development Board in Virginia.

The BCWDA case manager will present you with a listing of and information about certified training providers in the Commonwealth of Virginia. Most providers have submitted information showing the success rate their students have reached in completing the program, obtaining a certificate (if needed for that occupation) and getting a job. The participant can choose the training provider that you feel best meets their needs.

This is done to ensure that WIOA consumers in the BCWDA are positioned to make informed choices relative to training opportunities available through the eligible WIOA provider list which maintains the integrity of the WIOA system. To support a workforce system that is readily understood, accessible, and responsive to local area staff, job seekers, students, and businesses. To ensure customers receive information on the full array of services from public and private sources.

Collaboration with the Community Colleges

The BCWDA collaborates with three local community colleges within the workforce

area, they are Germanna Community College (GCC), Rappahannock Community College (RCC), and Eastern Shore Community College (ESCC).

- GCC previously partnered with the VEC and the local board on the Job Driven Nation Emergency Grant. Eligibility was determined by the VEC and career coaching and training is provided by GCC. GCC is also represented on the local board.
- RCC is the provider of WIOA Adult, Dislocated Worker and Youth services in the Northern Neck and Middle Peninsula sub-areas. They have also done multiple cohorts of incumbent worker training in the field of millwrights, with a local lumber company. Rappahannock community College is also represented on the local board and youth council.
- ESCC is the sole provider of WIOA Adult, Dislocated Worker and Youth services in their sub-area. ESCC is represented on the local board and youth council.
- The Executive Director of the BCWDB sits on the Business Management Advisory Committee for RCC.

Collaboration with Education

The BCWDA through WIOA service provider's partner with local schools' Career and Technology staff and school districts on ways to link academic learning to employment to help youth understand the connections and identify fulfilling careers. This includes fostering STEM (Science, Technology, Engineering and Mathematics) initiatives within the community and between schools and the workplace, introducing WIOA services to eligible youth (e.g., internships, job shadowing, mentoring, summer school programs, and access to labor market information), developing and encouraging

partnerships between BCWDA labor/employers and their local school districts to optimize STEM approaches to both academic and occupational success.

We will continue participation and involvement with the various school districts for the purpose of academic and occupational alignment and exposing youth to STEM-related jobs and fields of study. Coordinate with programs such as Job Corps and AmeriCorps to ensure youth are afforded the most choices we can provide for job skill training.

The Executive Director of the BCWDB sits on the Career Technical Advisory Committee for Mathews County (member) and the town of West Point (chairman). The Principal of Rappahannock High School also sits on the BCWDB Youth Council.

Collaboration with Adult Education and Literacy

Under WIOA, the BCWDA must have one comprehensive center (VA Career Works Fredericksburg Center) that provides access to physical services of the core WIOA programs – including Title II – and other required partners. In addition, the BCWDA has established a Memorandum of Understanding with each One-Stop partner. Both requirements provide opportunities for adult educators to collaborate with workforce system partners to establish effective referral, co-enrollment, and handoff processes for participants who need both Title I workforce and Title II adult education services.

Adult education is closely involved in the development of career pathways in the BCWDA, both to facilitate strong institutional connections among career pathways stakeholders in the workforce and education fields, and to ensure that pathways provide meaningful access for individuals who are still acquiring basic skills.

Adult educators seek out appropriate partners to ensure that their integrated education and training programs can meet the needs of local participants. These partners may include One-Stop centers and postsecondary Career and Technical Education programs.

Adult Education programs in the BCWDA, served by WIOA Title II, are active partners with all members of the Workforce Development community. They work diligently to provide services within their scope of expertise, and to refer adults to other resources as additional needs are identified, to avoid duplication of services.

Services provided by adult education programs may vary by the region they represent and the needs identified by the local WDB. All services are designed to support workforce investment activities and to align with area workforce partner services.

Specifically, adult education programs may offer the following services:

- Adult Basic Education (ABE) instruction
- English Language Learners (ELL) instruction
- GED test preparation and testing
- Low level literacy tutoring
- Transition counseling from adult education classes to post-secondary education and training
- Identification of career pathways that are supported by local employer needs
- Integrated education and training programs to support workforce skills
- Promote co-enrollment programs offered through Title I

The adult education program providers collaborate with the Workforce

Development Board and One Stop partners for guidance to enhance service to adults in the workforce, or striving to enter the workforce.

Priority of Service

Each LWDB should develop and implement a policy for prioritizing provision of career and training services to both adults and dislocated workers if funds are determined to be limited in that local area, the following policy is established:

Declaration of Limited Funds

The Bay Consortium Workforce Development Board has established that funds are limited because:

- The Bay WDB does not receive funds from other sources that are equivalent to at least 50% of the total WIOA allocation,
- The Bay WDB does not receive in-kind contributions for other sources that are equivalent to at least 25% of the total WIOA application, and
- The local area has an unemployment rate that is more than the State average.

Therefore, the BCWDB has established the following Priority of Service policy for administering career services and training funds:

Priority will be given to clients receiving public assistance and who are classified as low income in accordance with WIOA definitions. A low-income individual is defined as an individual who:

- Receives, or is a member of a family that receives, cash payments under a Federal, State, or Local income-based public assistance program;
- Received an income, or is a member of a family that received a total family

income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, in relation to family size, does not exceed the higher of:

1. The poverty line for an equivalent period or
 2. Seventy percent (70%) of the lower living standard income level (LLSIL) for an equivalent period;
- Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);
 - Qualifies as a homeless individual as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);
 - Is a foster child on behalf of whom State or local government payments are made;

OR

In cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described above in subparagraphs (A) or (B), but who is a member of a family whose income does not meet such requirements.

The Poverty Guidelines and the Lower Living Standard Income Level as published by

the U.S. Department of Labor annually are to be used in determining low-income status.

Thus, the following sequence of services priority will apply:

- First priority will be provided to recipients of public assistance and other low-income individuals in the local area who are covered persons with respect to veterans' priority;
- Second priority will be provided to recipients of public assistance and other low-income individuals in the local area;
- Third priority will be covered persons (these would be covered persons not considered to be recipients of public assistance or low-income);

The Bay Consortium Workforce Development Board had approved that individuals that fall in one of the following categories be given priority (Contingent upon participant meeting WIOA Adult Income Eligibility Guidelines or WIOA Dislocated Worker Eligibility Guidelines):

- Individuals who are veterans (per Jobs for Veterans Act– DOL TEGL 05-03 and VA Workforce Letter 18-04)
- Individuals who are basic skills deficient (English reading, writing, or math skills at or below the 8th grade on a generally accepted standardized test)
- Individuals who are high school drop-outs
- Individuals who are long-term unemployed (unemployed 15 of the last 26 weeks)
- Individuals who have limited English-Speaking Skills
- Individuals who are felons

Priority services will involve both career services and training. Customers in the designated target groups will receive priority services based on individual needs of the

customer and contingent upon fund availability. WIOA funds will be leveraged with other resources to maximize the customers served and the level of services provided.

With limited WIOA funding available, extensive efforts will be made to provide services to those most in need and to leverage additional non-WIOA resources to meet the needs of our customers. Data relating to the identified target groups will be captured and recorded in the customers file.

Dislocated Worker Programs: All services provided under the dislocated worker funding stream will provide for priority of service to covered persons. The WIOA and its accompanying regulations hold that dislocated worker funds are not subject to the same requirement as adult funds regarding priority of service to public assistance recipients or low-income individuals. However, the veterans' priority must be considered. Thus, covered individuals will receive priority over non-covered individuals for the provisions of services funded under the dislocated worker funding stream.

Youth Programs: All services provided under the youth funding stream will provide for priority of service to covered persons. The WIOA and its accompanying regulations generally provides youth funds to service low-income youth age 14 to 24 with one or more barriers to employment. At least seventy five percent (75%) of local area funds must be used to serve out-of-school youth. The application of the veterans' priority does not change these requirements. Thus, in providing services to both in and out of school youth priority does not change these requirements. This, in providing services to both in and out of school youth priority must be given to any covered individuals who qualify under the WIOA eligibility requirements.

Incorporation of Technology

The BCWDA offers both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The One-Stop delivery system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

Below are some examples of how technology has been incorporated throughout the BCWDA:

- Information Center providing information on all mandated and other local partners and their program services;
- Computer stations with high-speed internet access for self-directed job search, resume writing, filing for unemployment compensation and other employment and job related use;
- Computer stations with self-assessment capabilities;
- Resource Room for customers that includes computers, printer, copier, telephone(s), fax machine, materials to aid in resume preparation, cover letters, applications, job search tips, etc.;
- Classroom facility for job readiness classes, basic computer classes and other training as needed in the locality;
- Access to career services and training including case management and individual training account vouchers as described in WIOA;

- Integrated services for seamless delivery to customers;
- Common intake and customer flow;
- Participation and presence of all mandatory partner agencies and services.
- Information sharing and customer confidentiality agreements;
- Quality customer assessment process, including skill, aptitude, interest and needs assessment;
- An established referral process that is customer-focused.

Efficient and Effective Service Delivery

The BCWDA facilitates an integrated, co-located partnership that seamlessly incorporates services of the core partners and other center partners. The BCWDA organizes and integrates services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having One-Stop center staff that performs similar tasks; serve on relevant functional teams, e.g. Skills Development Team, Business Services Team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.

The BCWDA developed and maintain integrated case management systems that inform customer service throughout the customer's interaction with the VAWC system and allow information collected from customers at intake to be captured once. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary memoranda of

understanding or other forms of confidentiality and data sharing agreements, consistent with federal and state privacy laws and regulations. Data, however, would be shared with other programs, for those programs' purposes, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

- Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff is trained and understands the importance of data validation, data collection processes, and the importance of accurate reporting.

The BCWDA train and equip One-Stop center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Staff are routinely trained and are keenly aware as to how their function supports and contributes to the overall vision of the BCWDA.

The BCWDA staff are highly trained career counselors, skilled in advising job

seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the One-Stop center, and skilled in developing customers' skills for employment success.

The BCWDA staff use an integrated intake process for all customers entering the one-stop centers. Frontline staffs are familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.

To balance traditional labor exchange services with strategic talent development within a regional economy the BCWDA uses market-driven principles and labor market information that help to define a regional economy, its demographics, its workforce and its assets and gaps in skills and resources.

BCWDA center(s) must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, One-Stop centers use principles of universal design and human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. One-Stop centers use assistive technology and flexible business hours to meet the range of

customer needs. DARS agrees to provide technical assistance to the One-Stop Operator(s) as resources are available to ensure appropriate accommodation and access to the One-Stop delivery system for persons with disabilities.

We include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The One-Stop delivery system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

The BCWDA staff incorporates innovative and evidence-based delivery models that improve the integration of education and training, create career pathways that lead to industry- recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.

Fiscal Agent

That the Jurisdictions of Accomack County, Caroline County, Essex County, City of Fredericksburg, King & Queen County, King George County, King William County, Lancaster County, Mathews County, Middlesex County, Northampton County, Northumberland County, Richmond County, Spotsylvania County, Stafford County, and Westmoreland County, do hereby constitute themselves to be a consortium for the purposes of Section 107 (c)(1)(B) of Public Law 113-128, the Workforce Innovation & Opportunity Act.

The Consortium designates from its membership the local government

jurisdiction of Richmond County to serve as the grant recipient for Title I funds of the WIOA, and further designates The Bay Consortium, Inc. to serve as local fiscal agent and administrative entity for Title I funds of the WIOA. It is the intent of the Consortium that all risks of liability for disallowed costs be reduced to the minimum extent possible. Involvement of local elected officials will be designed to fulfill legislated requirements of the WIOA.

Operational authority and responsibility will remain with the local fiscal agent/administrative entity. The local fiscal agent/administrative entity will be required to maintain insurance policies sufficient to protect the Consortium from potential errors and omissions in administering the use of these funds.

The BCWDB staff requests drawdowns multiple times monthly instead of one monthly draw down. This enables BCWDB staff to implement a more efficient manner in which to disburse funds and will ensure that funds will be expended within a three-day period. The request is associated with such things as payroll, general monthly operation expenses, and reimbursements to contractors. All BCWDB contractors are asked to complete and submit invoices by the 10th of each month, per their contract.

Request for Proposals (RFP) are utilized in the competitive process used to award contracts to sub-recipients of WIOA funds by sub-area. The BCWDB follows the procurement manual set forth by the local board when awarding all contracts.

The BCWDA leverages resources by seeking grants which will help fund activities related to the populations we serve, utilizing a multi-agency grant writing team. The BCWDA participated in the Linking to Employment Activities Pre-release (LEAP) grant which provides comprehensive services to inmates before release and ongoing

support as they regain their place in the community when their incarceration ends. The LEAP initiative encourages greater coordination between local workforce programs, correctional systems and other critical services to prepare inmates for jobs before release, and to continue to assist them as they return home. The BCWDA has also participated in YouthBuild grants which is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn construction skills while constructing or rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for college and other postsecondary training opportunities.

In addition to the multi-agency grant writing team, the BCWDA VA Career Works Fredericksburg Center also has in place a detailed resource sharing plan that has been in use since 2010 which spreads costs among partners based on square footage percentages and includes such things as shared Center Manager salary, shared Resource Room Specialist salary, shared Center Guide salary, and all operational costs including rent.

Procurement

The purchase or lease of goods and services with nongovernmental contractors for the purpose of the delivery of services to the clients of the Bay Consortium Workforce Development Board (the "WDB"), as authorized by the WDB, shall be governed by these Procurement Procedures in accordance with the Virginia Public Procurement Act, Va. Code section 2.2-4300 et seq. All contracts shall be for one year

with a maximum renewal of up to three years. All purchases by the WDB shall also be governed by the State and Local Government Conflict of Interests Act, Virginia Code section 2.2-3100, et seq.

All public contracts with nongovernmental contractors for the purchase or lease of goods, or for the purchase of services, insurance, or construction, shall be awarded after competitive sealed bidding, or competitive negotiation as allowed by this Procurement Policy and the Virginia Public Procurement Act, Va. Code section 2.2-4300 et seq. In the event that there shall be a conflict between this Procurement Policy and the Virginia Public Procurement Act, Va. Code section 2.2-4300 et seq., the Virginia Public Procurement Act, Va. Code section 2.2-4300 et seq. shall control.

Professional services must be procured by competitive negotiation.

"Professional services" means work performed by an independent contractor within the scope of the practice of accounting, actuarial services, architecture, land surveying, landscape architecture, law, dentistry, medicine, optometry, pharmacy or professional engineering.

Upon a determination made in advance by the WDB in writing that competitive sealed bidding is either not practicable or not fiscally advantageous to the WDB, goods and services or insurance may be procured by competitive negotiation. The writing must document the basis for this determination.

Upon a determination in writing that there is only one source practicably available for that which is to be procured, a contract may be negotiated and awarded to that source without competitive sealed bidding or competitive negotiation. The Executive Director makes a written determination that there is only one source practicably

available for that which is to be procured and authorizes a Sole Source Procurement.

The writing shall document the basis for this determination. The WDB shall issue a written notice stating that only one source was determined to be practicably available, and identifying that which is being procured, the contractor selected, and the date on which the contract was or will be awarded. This notice shall be posted in a designated public area or published in a newspaper of general circulation on the day the WDB awards or announces its decision to award the contract, whichever occurs first. Public notice may also be published on the Department of General Services' central electronic procurement Web site and other appropriate Web sites.

In case of emergency, a contract may be awarded without competitive sealed bidding or competitive negotiation; however, such procurement shall be made with such competition as is practicable under the circumstances. The Executive Director makes a written determination that there is insufficient time to enter into Competitive Negotiation prior to the need to deliver services and authorizes an Emergency Procurement a written determination of the basis for the emergency and for the selection of the contractor shall be included in the contract file.

The WDB shall issue a written notice stating that the contract is being awarded on an emergency basis, and identifying that which is being procured, the contractor selected, and the date on which the contract was or will be awarded. This notice shall be posted in a designated public area or published in a newspaper of general circulation on the day the WDB awards or announces its decision to award the contract, whichever occurs first, or as soon thereafter as is practicable. Public notice may also be published on the Department of General Services' central electronic procurement Web site and

other appropriate Web sites.

The WDB may also utilize the small purchase procedures not requiring competitive sealed bids or competitive negotiation for single or term contracts for goods and services other than professional services, if the aggregate or the sum of all phases is not expected to exceed \$50,000 in accordance with the procedure previously adopted by the WDB. Small purchases that are expected to exceed \$30,000 require the written informal solicitation of a minimum of four bidders or offerors.

The WDB may utilize its purchase procedures, which were previously adopted in writing, not requiring competitive negotiation for single or term contracts for professional services as long as the aggregate or the sum of all phases is not expected to exceed \$30,000.

Upon a determination made in advance by the WDB and set forth in writing that the purchase of goods, products or commodities from a public auction sale is in the best interests of the public, such items may be purchased at the auction. The writing shall document the basis for this determination.

"Competitive negotiation" is a method of contractor selection that includes the following elements:

- Issuance of a written Request for Proposal which indicates in general terms that which is sought to be procured, specifying the factors that will be used in evaluating the proposal and containing or incorporating by reference the other applicable contractual terms and conditions, including any unique capabilities or qualifications that will be required of the contractor.
- There must be public notice of the Request for Proposal at least 10 days prior to

the date set for receipt of proposals by posting in a public area normally used for posting of public notices and by publication in a newspaper or newspapers of general circulation in the area in which the contract is to be performed so as to provide reasonable notice to the maximum number of offerors that can be reasonably anticipated to submit proposals in response to the particular request.

Public notice may also be published on the Department of General Services' central electronic procurement website and other appropriate websites. In addition, proposals may be solicited directly from potential contractors.

For the procurement of professional services, the WDB shall engage in individual discussions with two or more offerors deemed fully qualified, responsible and suitable on the basis of initial responses and with emphasis on professional competence, to provide the required services.

- Repetitive informal interviews shall be permissible.

The offerors shall be encouraged to elaborate on their qualifications and performance data or staff expertise pertinent to the proposed project, as well as alternative concepts.

The Request for Proposal shall not, however, request that offerors furnish estimates of man-hours or cost for services.

At the discussion stage, the WDB may discuss nonbinding estimates of total project costs, including, but not limited to, life-cycle costing, and where appropriate, nonbinding estimates of price for services.

Proprietary information from competing offerors shall not be disclosed to the public or to competitors.

At the conclusion of discussion, on the basis of evaluation factors published in the Request for Proposal and all information developed in the selection process to this point, the WDB shall select in the order of preference two or more offerors whose professional qualifications and proposed services are deemed most meritorious.

Negotiations shall then be conducted, beginning with the offeror ranked first. If a contract satisfactory and advantageous to the WDB can be negotiated at a price considered fair and reasonable, the award shall be made to that offeror.

Otherwise, negotiations with the offeror ranked first shall be formally terminated and negotiations conducted with the offeror ranked second, and so on until such a contract can be negotiated at a fair and reasonable price.

Should the WDB determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified and suitable than the others under consideration, a contract may be negotiated and awarded to that offeror.

A contract for architectural or professional engineering services relating to construction projects may be negotiated by a WDB, for multiple projects provided (i) the projects require similar experience and expertise, (ii) the nature of the projects is clearly identified in the Request for Proposal, and (iii) the contract term is limited to one year or when the cumulative total project fees reach the maximum cost authorized in this paragraph, whichever occurs first. Such contract may be renewable for two additional one-year terms at the option of the WDB. Under such contract, (a) the fair and reasonable prices, as negotiated, shall be used in determining the cost of each project performed, (b) the sum of all projects performed in one contract term shall not exceed

\$500,000; and (c) the project fee of any single project shall not exceed \$100,000. Any unused amounts from the first contract term shall not be carried forward to the additional term.

Competitive negotiations for such contracts may result in awards to more than one offeror provided (1) the Request for Proposal so states and (2) the WDB has established procedures for distributing multiple projects among the selected contractors during the contract term.

For procurement of other than professional services, selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the Request for Proposal, including price if so stated in the Request for Proposal. Negotiations shall then be conducted with each of the offerors so selected. Price shall be considered, but need not be the sole determining factor.

After negotiations have been conducted with each offeror so selected, the WDB shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror.

When the terms and conditions of multiple awards are so provided in the Request for Proposal, awards may be made to more than one offeror.

Should the WDB determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror.

The Request for Proposal (RFP) is a written document that describes the services the Bay WDB has identified as most appropriately purchased from vendors.

Issuance of the RFP involves developing the written RFP specifications, approval of the RFP document by the WDB, adequate distribution of the RFP to potential vendors and appropriate instruction and controls to ensure fair and open competition.

- The Bay WDB staff develops the RFP document based on the program needs approved by the WDB. The following elements will be addressed in the written RFP.
- The written RFP describes in general terms that which is to be procured. The RFP must specify and list the specific requirements to be addressed by the offerors that will be used in evaluating the proposals. The factors for use in evaluation shall be stated in the RFP, and the weights assigned to them must also be included. Price shall be one of the factors considered, but does not need to be the determining one.
- The RFP will include any unique capabilities or qualifications required of the contractor. The terms or conditions of the RFP must state the manner in which public notice of the award or the announcement of the decision to award shall be given by the Bay WDB.
- Establish all required contractual special terms and conditions as appropriate to include:
 - i. Audit requirements;
 - ii. Cancellation of contracts;
 - iii. Renewal of contracts;
 - iv. Availability of funds;
 - v. Method of payment.

- A nondiscrimination statement will be prominently displayed indicating that the Bay WDB does not discriminate because of the race, religion, color, sex, age, disability, or national origin of the offeror or against faith-based organizations.
- Establish a proposal submission due date, time and location. The due date will provide sufficient time for potential offerors to develop a proposal. The minimum time period is ten (10) days from the issue date of the RFP. The time period used may be greater than the required ten (10) days based on the complexity of the requirement and whether or not a preproposal conference is required.
- Establish proposal preparation and submission instructions to inform potential offerors of the number of copies that must be submitted, how the proposal is to be prepared including requirements related to font type, page limitations spacing and page margins, the possibility of oral presentations by the offerors, requirements for delivery of the proposal such as whether a facsimile proposal will be accepted or requirements that the proposal be mailed or hand delivered.
- Establish proposal signature requirements including that the proposal must be signed in ink and the person signing must be authorized by the offeror to sign proposals.
- all preproposal conferences or site visits must be mentioned in the RFP and any advertisement of the RFP. If attendance at such a conference or site visit is a prerequisite for submitting a proposal, the public notice period must be at least ten (10) days after issuance to provide adequate opportunity for potential offerors to obtain a copy of the RFP and attend.
- Mandatory requirements should be kept to a minimum and refer only to those

areas that are required by law or regulation or are such that they cannot be waived and are not subject to negotiation. The use of “shall” or “must” indicates a mandatory requirement. Specify any optional information desired.

- The written RFP document is reviewed by the Bay WDB Performance and Accountability Committee and presented by the Committee to the Bay WDB for approval prior to issuance. The RFP for youth program service providers will be reviewed and approved by the Bay Youth Council prior to submission to the WDB.
- Public notification of the availability of the RFP is conducted to ensure, to the maximum extent feasible, that all qualified and interested vendors are aware of the notification. Notification techniques include but are not limited to:
 - i. Published notification of the issuance in major newspapers in the area in which the program is to be operated;
 - ii. Notification posted on the Bay WDB website and other websites as needed and appropriate.
- The RFP is provided to all potential vendors who request the RFP in response to the published notification and other potential vendors as identified by the Bay WDB members or staff.
- An offerors conference may be held, at the discretion of the WDB staff, for those potential vendors who received the RFP, to explain the essential elements and specific requirements of the RFP.
- The WDB staff will notify potential vendors as to whether the offerors conference is voluntary or mandatory.

- Responses to RFP's, from potential vendors not in attendance at a mandatory offerors conference will not be considered.

Proposal evaluation is conducted to ensure the selection of the best possible provider at a reasonable cost. Proposals selected for evaluation are reviewed and scored by a committee. The scores are used to rank proposals for determining which proposals will be selected for negotiation and funding approval.

- The WDB staff stamps the time and date each proposal is received at the specified location.
- All proposals received on or before the closing date and time are accepted for review.
- Proposals received after the closing date and time are returned to the offeror unless no other responsive proposal is received.
- If only one proposal is received for a solicitation and there is a significant budgetary impact and competitive sources are known to exist, the Bay WDB staff will investigate to determine why other offerors did not respond and will make a recommendation to the Bay WDB whether to award or to reject the proposal and resolicit. If it is determined to make the award based on a single response, the Bay WDB staff will make a written determination that the price is fair and reasonable.
- The WDB staff reviews all accepted proposals, for responsiveness to the requirements contained in the RFP. To be determined responsive, the proposal must, at a minimum:
 - i. Be received at the specified location on or before the due date and time;

- ii. Be complete and contain responses to all the required sections of the RFP; and,
 - iii. Contain appropriate signatures to all required documents.
- Proposals that do not meet the criteria for responsiveness are returned to the offeror within ten (10) days with written reasons for the proposal being determined non-responsive. Returned proposals will be sent Registered Mail with return receipt requested.
 - A proposal evaluation committee is appointed by the Executive Director. A minimum of three committee members is selected.
 - Each committee member evaluates all selected proposals per the criteria specified in the RFP. Each proposal receives a numeric score derived in the following manner.
 - i. The Executive Director establishes a numeric range to be applied to each criterion.
 - ii. Each evaluation committee member assigns a value within the established range to each criterion.
 - iii. The committee member scores will be averaged for each element of the proposal and an average total score for the entire proposal will be computed.

Based on the total scores established by the evaluation committee, the WDB staff negotiates with top rated offerors. Negotiation is conducted to ensure that the most qualified and appropriate proposal is selected for funding as well as to ensure that adequate contractual terms can be established.

- The evaluation committee will select two or more offerors deemed to be fully qualified and best suited among those submitting proposals, based on the factors included in the RFP. A single offeror may be selected if the committee states in writing that only one offeror is fully qualified, or that one offeror is more highly qualified and suitable than the others under consideration.
- Negotiations will be conducted by WDB staff with each of the offerors so selected.
- WDB staff will obtain in writing, from each offeror with whom negotiations have been held, confirmation of any changes to their proposals that were agreed to during negotiations.
- Documentation of the negotiating sessions will be made a part of the procurement file.

Based on the results of negotiation, the WDB staff prepares contractor selection and funding recommendations for review and approval by the Bay WDB Performance and Accountability Committee and the Bay WDB Youth Council.

- The Bay WDB Performance and Accountability Committee and the Youth Council may choose to hold closed meetings in accordance with the Virginia Freedom of Information Act for the purpose of preparing contractor selection and funding recommendations for presentation to the Bay WDB.

All evaluated proposals are ranked in order of the scores and are presented by the Bay WDB Performance and Accountability Committee or Youth Council, with funding recommendations, to the Bay WDB for approval.

- Complete copies of all proposals are available for review by WDB members prior

to the presentation of funding recommendations.

- A proposal abstract is provided to all WDB members for consideration in conjunction with funding recommendations.
- Prior to any motion on, or discussion of funding recommendations any Bay WDB or Youth Council member who may have a conflict of interest or a perceived conflict of interest will recuse themselves from participating in the discussion or voting on any funding motion or related motion during the Bay WDB's decision making process as per the conflict of interest requirements.
- The WDB selects service providers and authorizes funding based on the presentation of the proposals and funding recommendations.
- The Bay WDB will post a Notification of Intent to Award on its website ten days prior to the award being final.
- Written notices of contract award are issued to all successful and unsuccessful proposal offerors.

"Competitive sealed bidding" is a method of contractor selection, other than for professional services, which includes the following elements:

- The issuance of a written Invitation to Bid containing or incorporating by reference the specifications and contractual terms and conditions applicable to the procurement.

Unless the WDB has provided for prequalification of bidders, the Invitation to Bid shall include a statement of any requisite qualifications of potential contractors. When it is impractical to prepare initially a purchase description to support an award based on prices, an Invitation to Bid may be issued requesting the submission of unpriced offers

to be followed by an Invitation to Bid limited to those bidders whose offers have been qualified under the criteria set forth in the first solicitation.

- There must be public notice of the Invitation to Bid at least 10 days prior to the date set for receipt of bids by posting in a designated public area, or publication in a newspaper of general circulation, or both. Public notice may also be published on the Department of General Services' central electronic procurement website and other appropriate websites. In addition, bids may be solicited directly from potential contractors. Any additional solicitations shall include businesses selected from a list made available by the Department of Minority Business Enterprise.
- There shall be a public opening and announcement of all bids received.
- Bids shall be evaluated based upon the requirements set forth in the invitation, which may include special qualifications of potential contractors, life-cycle costing, value analysis, and any other criteria such as inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose, which are helpful in determining acceptability.
- There shall be an award to the lowest responsive and responsible bidder. When the terms and conditions of multiple awards are so provided in the Invitation to Bid, awards may be made to more than one bidder.
 - a) The following required procedures describe the process of Competitive Negotiation. Each procedure is fully described, in the following pages and under separate headings.
 - i. The process begins with the development, approval and issuance

- of the Request for Proposal.
- ii. Proposals are received and evaluated and scored by an evaluation committee.
 - iii. The Bay WDB staff conducts contract negotiations with selected proposal offerors.
 - iv. The Bay WDB selects contractor(s) based on evaluation and negotiation results.
- Final terms of written contracts are agreed upon by the Bay WDB and the offeror through signature of the completed contract.

Bay WDB staff will maintain a complete file in one place for each procurement transaction, containing all the information necessary to understand the why, who, what, when, where and how of the transaction. It will contain, at a minimum and as applicable, a copy of the Invitation to Bid or Request for Proposals, sources solicited, cancellation notices, and the method of evaluation to include the scores and rankings of proposals, award and funding recommendations, a signed copy of the contract, modifications, complaint letters, and any other actions related to the procurement.

Any offeror, upon request, shall have the opportunity to inspect proposal records within a reasonable time after the evaluation and negotiation of proposals are completed, but prior to award, except should the procurement action be cancelled or no offers accepted. Otherwise, proposal records shall be open to public inspection only after award of a contract.

If it is necessary to amend a solicitation, Bay WDB staff will prepare, post, and send an addendum to all potential offerors who received a copy of the solicitation or

who attended a preproposal conference.

- When an addendum is issued that extends the time for the offeror to prepare a solicitation response, the opening date will be extended by not less than ten (10) days after the issue date of the addendum.

A Request for Proposals, any other solicitation, or any and all bids or proposals may be canceled or rejected. When canceling a written solicitation, all offerors who have been issued a solicitation will be sent a copy of the notice, and the notice will be publicly posted. The reason for cancellation shall be part of the contract file. The Bay WDB shall not cancel or reject a Request for Proposal solely to avoid awarding a contract to a particular responsive and responsible offeror.

An administrative appeals procedure will be used for hearing protests of a decision to award, or to protest an award, or to protest a decision of proposal non-responsiveness.

- To initiate the administrative appeals procedure the aggrieved party shall submit, in writing, a protest or appeal to the Bay WDB Executive Director. The protest or appeal shall include the basis for the protest or appeal and the relief sought.
- A protest of a decision to award or an award shall be submitted within ten (10) days after the award, or the announcement of the decision to award, whichever comes first.
- A protest of a decision of proposal non-responsiveness shall be submitted within five (5) days of receipt of the decision.
- Upon receipt of a protest or an appeal the Bay WDB Executive Director shall respond in writing to the protest or appeal within ten (10) days or shall give notice

to the protesting or appealing party within ten (10) days that a hearing is required to present the facts concerning the protest or appeal. Such notice will be in writing.

- The Bay WDB Executive Director shall establish a location, date and time for the hearing. The hearing shall allow for the presentation of relevant facts and shall allow representatives of the Bay WDB and the aggrieved party to explain their position on the matter.
- At the conclusion of the hearing the Bay WDB Executive Director may choose to respond to the aggrieved party's protest or appeal verbally. A verbal response shall be summarized in writing and filed with the other documents concerning the protest or appeal.
- If a verbal response is not given to the aggrieved party at the conclusion of the hearing, the WDB Executive Director shall issue a written response within ten (10) days after the conclusion of the hearing.
- Should the aggrieved party not be satisfied with the response given by the Bay WDB Executive Director, the aggrieved party may request a panel hearing.
- A request for a panel hearing shall be submitted in writing to the Bay WDB Executive Director within ten (10) days after receipt of a written response or within ten (10) days of the issuance of a verbal response.
- Upon receipt of a request for a panel hearing, the Bay WDB Executive Director shall advise the WDB Chair that a panel hearing has been requested. The Bay WDB Chair will appoint a panel of three (3) or more disinterested persons. The Bay WDB Chair shall attempt to select a panel which collectively has knowledge

of current state and local government procurement laws and regulations, familiarity with the type of product and/or service provided by the aggrieved party and knowledge of the product or service application with a similar environment.

- The panel members shall select a chair who shall establish a location, date and time for the panel hearing. The panel hearing shall allow for the presentation of relevant facts and pertinent information by the aggrieved party and the Bay WDB Executive Director. The Bay WDB Executive Director may require the participation of other individuals who have contributed to an evaluation or decision-making process.
- The panel hearing is an administrative process and is not meant to be conducted as a full court proceeding. The panel, by majority vote, may decide procedural questions and rule on objections raised during the hearing.
- At the option of the aggrieved party or the Bay WDB Executive Director, opening statements may be made at the beginning of the hearing setting forth the issues and the panel may ask for such statements to clarify the issues involved. The panel is not bound by technical rules of evidence.
- The panel shall consider all the reliable and substantial relevant facts and pertinent information produced at the hearing. The aggrieved party and the Bay WDB Executive Director shall produce such additional relevant facts and pertinent information as the panel may deem necessary in understanding and determining a protest or an appeal.
- Within ten days after the conclusion of the panel hearing, the panel shall issue a written decision containing the findings of fact. The findings of fact shall be final

and conclusive and shall not be set aside unless the same are fraudulent or arbitrary or capricious, or so grossly erroneous as to imply bad faith.

- The panel, in rendering its decision, shall decide the protest or appeal on the merits. The panel has the responsibility of ensuring the proper application of statutes, regulations, policies and procedures. The panel does not have the authority to formulate or to change policy. Accordingly, the panel shall make its decision within the following parameters:
- A proposed award or an award shall be reversed only if the aggrieved party establishes that the proposed award, or the award, is not an honest exercise of discretion, but rather is arbitrary or capricious or not in accordance with statutes, regulations, or the terms and conditions of the request for proposal.
- If prior to the award, it is determined that the decision to award is arbitrary or capricious, then the sole relief shall be a finding to that effect. The Executive Director shall cancel the proposed award or revise it to comply with the law.
- If, after the award, it is determined that an award of a contract was arbitrary or capricious, then the sole relief shall be as hereinafter provided. Where the award has been made but performance has not begun, the performance of the contract may be enjoined by the Executive Director. Where the award has been made and performance has begun, the Executive Director may declare the contract void. Where a contract is declared void, the performing contractor shall be compensated for the cost of performance up to the time of such declaration. In no event shall the performing contractor be entitled to lost profits.
- Any party to the Administrative Appeals Procedures, including the Bay WDB,

shall be entitled to institute judicial review if such action is brought within thirty (30) days of receipt of the panel’s written decision.

Performance

The BCWDA understands the importance common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. WIOA performance is transparent and accountable to the communities and regions served; staff is trained and understands the importance of data validation, data collection processes, and the importance of accurate reporting. Below are the final negotiated performance goals of the BCWDA.

PY2018 and PY2019 Performance Negotiations			
LWDA: Bay Consortium - 13			
Performance Indicator			
	Virginia Negotiated Level	LWDA Negotiated Level	Final Negotiated Level
Adults			
Employment 2nd Quarter after Exit	77.0	68.0	72.5
Employment 4th Quarter after Exit	85.0	74.0	79.0
Median Earnings 2nd Quarter after Exit	\$ 5,750.00	\$ 5,750.00	\$ 5,750.00
Credential Attainment within Four Quarters after Exit	70.0	61.0	65.5
Dislocated Workers			
Employment 2nd Quarter after Exit	85.0	78.0	85.0
Employment 4th Quarter after Exit	90.0	80.0	85.0
Median Earnings 2nd Quarter after Exit	\$ 8,700.00	\$ 7,600.00	\$ 8,150.00
Credential Attainment within Four Quarters after Exit	70.0	64.0	70.0
Youth			
Employment 2nd Quarter after Exit	66.0	56.0	66.0
Employment 4th Quarter after Exit	62.8	60.0	62.8
Credential Attainment within Four Quarters after Exit	70.0	61.0	70.0

Quality Assurance

The BCWDA has and will always reflect a welcoming environment to all customer groups who are served by the BCWDA centers. All staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the One-Stop centers, either in person or by telephone or e-mail.

The BCWDA develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area employers and industry sectors most effectively, VA Career Works center staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across One-Stop center partner programs, as appropriate.

The BCWDA hope to improve the skills of job seeker and worker customers. One-Stop centers offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today's global economy. They provide businesses with access to the quantity and quality of talent they need and support upskill/backfill strategies that expand job opportunities in the community.

Create opportunities for individuals at all skill levels and levels of experience by providing customers, as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.

Provide career services that motivate, support and empower customers to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals.

The BCWDA value skill development by assessing and improving each individual's basic, occupational, and employability skills.

Public Comment Period

The BCWDA prior to submission of its Local Plan, the BCWDA, pursuant to Section 108 of WIOA, will:

- Make available copies of a proposed Local Plan to the public through electronic and other means for a period that is no less than 14 days, Public Notice was advertised on the Bay Consortium Region website starting, February 7, 2019. The Local Plan was posted on the BCWDA website for review during the comment period;
- The BCWDA contacted all jurisdictions' chief administrative officer via email with a request to distribute the link to all local elected officials, school superintendents, economic developers, and community developers;
- The BCWDA allowed members of the public (specifically representatives of business, labor organizations, and education) to submit comments on the proposed Local Plan by the end of the comment period; and
- Include with the Local Plan any comments that represent disagreement with the Local Plan.
- No comments were submitted by the public to the BCWDA during the open comment period.

Attachments

Attachments can be viewed at <http://www.vcwbay.com>

- Current CLEO Consortium Agreement
- Current CLEO-Local WDB Agreement
- Current Local WDB Organizational Chart
- Copy of MOU
- Eligible Training Provider Policy
- Individual Training Account Policy
- On-the Job Training Policy
- Customized Training Policy
- Priority of Service Policy
- Monitoring Policy
- Equal Opportunity Policy
- Grievance Policy
- Statement of Compliance, Plan Signatures & Fiscal Designation

References

Southeastern/ Eastern (SEVA) Regional Rapid Response Coordinator's Service Plan

U.S. Census Bureau American Community Survey

Virginia Employment Commission, Bay Consortium Community Profile

Virginia Employment Commission, Local Area Unemployment Statistics

Chmura Economics, JobsEQ® Data North American Industry Classification System (NAICS)

Statement of Compliance, Plan Signatures & Fiscal Agent Designation

We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify the plan was developed by the local workforce development board in partnership with the local elected officials, and with the benefit of an open and inclusive plan development process and the required public comment period.

Local Area Name / #	Bay Consortium / Local Area XIII
Local Plan Point of Contact:	Jackie Davis / Steven Golas
Address:	P.O. Box 1117 487 Main St. Warsaw, VA 22572
Phone / Email:	804-333-4048 ext. 4 / jdavis@baywib.org 804-333-4048 ext. 3 / sgolas@baywib.org

Dr. Dennis Parsons	
Typed Name & Signature of WDB Chair	Date

Morgan Quicke	
Typed Name & Signature of CLEO Consortium Chair	Date

The Chief Local Elected Official(s) designate(s) the following entity as the fiscal agent:

Entity: Bay Consortium Workforce Development Board, Inc.

Contact: Jackie Davis

Address: P.O. Box 1117 / 487 Main St. Warsaw, Virginia 22572

Phone/Email: 804-333-4048