

**DRAFT
AGENDA**

**Bay Consortium Workforce Development Board, Inc.
Board Development Committee
Wednesday, April 14, 2021
11:00 A.M.**

- I. Call to Order
- II. Roll Call
- III. Public Input
- IV. Approval of Meeting Notes from October 14, 2020 Meeting
- V. New Business
 - A. Membership, Responsibilities, and Certification of Local Workforce Development Boards Policy, Virginia Board of Workforce Development Policy 20-02
 - B. Committee Election
 - C. Strategic Plan
- VI. Old Business
 - A. Board Vacancies [Virginia Board of Workforce Development Policy 20-02]
- VII. Other Topics for discussion
- VIII. Adjournment

Bay Consortium Workforce Development Board, Inc.
Board Development Committee Meeting
Draft Notes
Wednesday, October 14, 2020
11:00 A.M.

The Board Development Committee met Wednesday, October 14, 2020 via Zoom.

Call to Order: Danielle Robinson called the meeting to order at 11:00 am.

Roll Call: Present were Danielle Robinson and Patrick Tompkins. Not present was Josh Gemerek, Bill Leyden, Kelvin Pettit, Jason Perry, and Leigh Ramos, Also present was Jackie Davis and Katlyn Moss, WDB Staff. A quorum was not present.

Approval of Minutes: The minutes from the July 17, 2020 meeting were tabled.

Public Input: There was no public input.

New Business: Committee elections were tabled until next meeting due to lack of quorum.

Old Business: Jackie Davis reviewed the updated Strategic Priorities with members and asked for feedback. Danielle Robinson suggested the Board members provide information on their outreach connections and sharing success stories with partners. Patrick Tompkins suggested a joint event between partners and Board of Supervisors members to share information and having partners present at Local Elected Officials meetings. Jackie Davis reviewed the Board Membership with members, stating that Board was not certified and missing members, though there were a few members that were waiting on County approval to join the Board. Patrick Tompkins suggested tourism as a Business representative for the Eastern Shore, and he would reach out to Bay Creek to see if they would be interested in serving. Jackie Davis reviewed the Board Manual with members, noting that she would like to add policies and links to support duties. Patrick Tompkins suggested adding location descriptions for the policies in the manual in case links go down.

Other Topics: Jackie Davis noted that the next Board meeting would be Nooooooovember 4, 2020 at 1 am via Zoom.

There being no further business, the meeting was adjourned at 11:30 a.m.

Respectfully submitted,
Katlyn Moss

Policy Area: Local and Regional Governance	
Title of Policy: Membership, Responsibilities, and Certification of Local Workforce Development Boards	Number: 20-02
Effective Date: March 19, 2021	Review by Date: June 30, 2024
Approved Date: Revision Date: March 19, 2021 Rescinds and replaces Policies 200-02, 200-03, and 200-04	Approved by:

I. Purpose

This policy provides guidance for the establishment and membership of Local Workforce Development Boards (LWDBs), the responsibilities of the LWDB, and the certification of the LWDB under the Workforce Innovation and Opportunity Act (WIOA). The policy rescinds and replaces Policies 200-02, 200-03, and 200-04.

II. Summary

Each local workforce development area designated in the Commonwealth shall establish and maintain a Local Workforce Development Board (Local Board). Chief Elected Officials (CEOs) appoint the Local Board, which is certified every two years by the Governor.

The Local Board is part of a statewide workforce system which is business-driven, customer-centric, streamlined, and outcome-oriented. The Local Board shall carry out strategies and policies that support both the economic development mission(s) for the local area and the Virginia Board of Workforce Development’s (VBWD) goals. The Local Board sets policy for the local area, in compliance with broader state policy, and is the regional strategic convener, or acts in partnership with a designated regional convener, in addressing workforce development issues, including but not limited to WIOA activities.

The Local Board shall be led by committed business leaders who can ensure that the local workforce system is responsive to current and projected labor market demand, shall contain a broad range of partners needed to develop a comprehensive vision for the local workforce system, and shall focus on strategic decisions, not operational management. The membership of the local board should be representative of the diversity of the local workforce development area.

The Local Board has responsibility for making the following critical decisions:

- How best to organize the regional workforce system to most effectively serve the needs of current and emerging private sector employers and job seekers;
- How best to provide comprehensive services to regional private sector employers;
- How best to deploy available resources to achieve negotiated local performance accountability measures and build capacity for continuous improvement; and

- How to expand the resource base and service capability through the development of strategic partnerships, an integrated service delivery system, and generation of additional public and private funding.

III. References

- Workforce Innovation and Opportunity Act (Pub. L. 113-128) Sec. 107 Local Workforce Development Boards
- Training and Employment Notice No. 05-14, *Workforce Innovation and Opportunity Act Announcement and Initial Informational Resources*
- Training and Guidance Letter No. 19-14, *Vision for the Workforce System and Initial Implementation of the Workforce Innovation and Opportunity Act of 2014*
- Training and Guidance Letter No. 13-16, *Guidance on Registered Apprenticeship Provisions and Opportunities in the Workforce Innovation and Opportunity Act*
- 20 CFR § 679.300-430,
- Code of Virginia §2.2-2472 Powers and duties of the Board; Virginia Workforce System created.

The term “chief elected official” (CEO) means the chief elected executive officer of a unit of general local government in a local area or an elected official so designated by the CEO.

IV. Membership Policy

A complete list of mandatory and optional Local Workforce Development Board members can be found in Section 107(b) of the Workforce Innovation and Opportunity Act. There is no limit to the number of members the Local Board may have, but it must include all mandatory members.

A member may serve in more than one category as long as the nomination form (Attachment A) provides supporting evidence that the member meets the requirements for representation in each category.

Mandatory Members

- At least 51% of the members shall be composed of local private sector representatives that represent a broad range of in-demand occupations available in the local labor market. This includes organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work relevant training and development in in-demand industry sectors or occupations in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Private sector representatives can include owners of businesses, chief executives or operating officers of businesses, and other business executives with optimum policy making or hiring authority (ex. Vice Presidents of Human Resources).
- At least 20% of the members of the Local Board, shall be representatives of the workforce within the local area, who—
 - shall include two or more representatives of labor organizations, who have been nominated by local labor federations;

- shall include one or more Registered Apprenticeship (RA) representative, who must be a member of a labor organization or a training director from a joint labor-management apprenticeship program. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed; if one exists. Representatives from the State Apprenticeship Agency (SAA) and the USDOL Office of Apprenticeship (OA) cannot serve in this capacity; they can, however, serve as advisor to the Local Board and work in a non-official capacity;
 - shall include one or more Community-Based Organizations (CBO) that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including veterans, persons with disabilities, and “out of school” youth.
- At least one representative shall be from the Virginia Department of Social Services;
 - At least one representative from the Virginia Employment Commission who administers WIOA Title III Wagner-Peyser activities for the local area who shall be designated by the Virginia Employment Commission.
 - At least one representative shall be a regional adult education program manager that directly administers WIOA Title II Adult Education and Family Literacy (AEFLA) activities locally. If there is more than one adult education program operating in the LWDB area and each regional program manager is not represented on the board, it is recommended that regional adult education program managers serve alternating terms.
 - At least one representative shall be from a school division Career and Technical Education program which represents programs aligned with the region’s targeted industry sectors and demand occupations.
 - At least one representative from a local community college providing training services who shall be designated by the community college.
 - At least one representative shall be from a regional or local economic and community development entity.
 - At least one representative from the Department of Aging and Rehabilitative Services and/or the Department for the Blind and Visually Impaired who administers WIOA Title IV activities for the local area who shall be designated by the two agencies administering vocational rehabilitative services under Title IV of the WIOA.

To determine if the area has met the requirement of at least 51% representation from the private sector representatives and at least 20% representation from Labor/RA/CBO the number of individuals serving in each category will be divided by the number of members on the board.

Optional Members

- A representative from a regional planning entity.

- A representative of eligible providers administering WIOA Title I Adult and Dislocated Workers Employment and Training activities.
- A representative of eligible providers administering WIOA Title I Youth Workforce Development activities.
- A representative of eligible providers administering the Social Security Act Title IV (Part A —Block Grants To States For Temporary Assistance For Needy Families) -TANF.
- A representative of eligible providers administering employment and training activities carried out through the U.S. Department of Health & Human Services' Community Services Block Grant.
- A representative of eligible providers administering employment and training activities carried out through the U.S. Department of Housing and Urban Development's Community Development Block Grant.
- A representative of eligible providers administering Title V of the Older Americans Act programs for engaging low-income senior citizens in community service, employment, and volunteer opportunities.
- A representative of eligible providers administering Section 212 of the Second Chance Act offender reintegration activities.
- A representative of eligible providers administering Supplemental Nutrient Assistance Program Employment and Training activities.
- A representative of eligible providers administering Social Security Ticket to Work, Disability Employment Initiative, and other self-sufficiency programs.
- A representative of eligible providers administering Small Business Association Employment and Training activities.
- A representative of an entity that administers programs serving the local area relating to transportation, housing, and public assistance.
- A superintendent, or designated representative, of a local public school system (other than a representative from a local Career and Technical Education program).
- A representative of higher education providing WIOA activities.
- A representative of a philanthropic organization.
- Any other individual or representative of an entity as the CEOs in the local area may determine to be appropriate.

Chairperson

The members of the Local Board shall elect a chairperson from among the private sector representatives. The chairperson shall serve as the Executive Committee Chair and shall identify the method for selecting the chairs for all standing committees and taskforces of the Local Board.

Membership Terms

- Members of the Local Board must be individuals with optimum policy-making

authority within the organizations, agencies, or entities they represent.

- Members of the Local Board shall be appointed for staggered terms.
- Private sector representatives shall be an appropriate mix of small, medium and large employers that reflect the local labor market, i.e., the business representation shall reflect the industry mix in the local labor market.
- Individuals serving on the Local Board who subsequently retire or no longer hold the position that made them eligible board members may continue to serve on the Local Board; however, if their membership category changes as result of their retirement or change in employment status, the local board must account for that change when evaluating overall membership composition.
- Vacancies resulting from resignations or removal of mandatory members must be filled within 90 days.
- If a member is reappointed to a term, the member must complete a new nomination form each term to certify that the category represented has not changed.

Conflict of Interest

All members of the Local Board serve a public interest and trust role and have a clear obligation to conduct all affairs in a manner consistent with this concept. All decisions of the Local Board are to be based on promoting the best interest of the state and the public good.

Accordingly:

- All members of the Local Board are subject to the provisions of the State and Local Government Conflict of Interest Act.
- The Local Board shall adopt in its bylaws a conflict of interest policy meeting the minimum standards set forth in the State and Local Government Conflict of Interest Act. The conflict of interest standards shall apply to all board members (voting and non-voting).
- A member of a Local Board shall neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or by an organization that such member directly represents); nor on any matter that would provide any direct benefit to such member or the immediate family of such member. Immediate family means (1) a spouse and (2) any other person residing in the same household as the member, who is a dependent of the member or of whom the member is a dependent. Dependent means any person, whether or not related by blood or marriage, which receives from the member, or provides to the member, more than one-half of his financial support.
- Any Local Board member (or specific entity represented by that member) who participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.
- Any Local Board member who participates in a Local Board decision relating to specific terms of a contract, the determination of specific standards for performance of a contract, the development of Invitations for Bid or Requests for Proposals or other such bid

processes leading to a contract, or any similar decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, trust, foundation or other entity shall receive the contract if it would create a conflict of interest for the Board member who participated in this manner.

- Any Local Board member with a potential or actual conflict of interest shall disclose that fact to the Local Board as soon as the potential conflict is discovered and, to the extent possible, before the agenda for the meeting involving the matter at issue is prepared. If it is determined during a meeting that a conflict of interest exists, the member must verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such member must excuse himself from the remainder of the discussion and voting on that item. Each Local Board member is responsible for determining whether any potential or actual conflict of interest exists or arises during his tenure on the Local Board.
- If a contract or purchase is made by the Local Board involving its own member with a conflict of interest, the Local Board shall justify the terms and conditions of the contract or purchase and document that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable.
- Local Board members who are also one-stop center operators shall not serve on any committees that deal with oversight of the one-stop system or allocation of resources that would potentially be allocated to that member's program.
- All members of the Local Board are subject to all other provisions of the State and Local Government Conflict of Interest Act not outlined above.

Local Board Appointment Process

Nominations and Selection

CEOs must establish a formal nomination and appointment process, consistent with the criteria established by the Governor and State WDB under sec. 107(b)(1) of WIOA for appointment of members of the Local WDBs, that ensures:

- (1) Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations (ex. chamber of commerce, economic development agencies). Individual businesses may nominate themselves.
- (2) Labor representatives are appointed from among individuals who are nominated by local labor federations (or, for a local area in which no employees are represented by such organizations, other representatives of employees, such as employee organizations and/or the state AFL-CIO); and
- (3) When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce development

activities as described in WIOA sec. 107(b)(2)(C)(i) or (ii), nominations are solicited from those particular entities.

For all other members, CEOs should consult with the appropriate groups in the local area for possible individuals to serve including:

- Representatives of community-based organizations, including organizations representing individuals with disabilities and veterans where such organizations exist in the area.
- Representatives of local economic development agencies, including private sector economic development entities.

A nomination form (Attachment A) must be completed for all board members and all nomination forms must be signed by the nominating party.

Vacancies subsequent to the establishment of the Local Board must be filled in the same manner as the original appointments.

Public Participation

CEOs must provide public notice of the intent to solicit nominations for Local Board membership, including the process to be used for nominations and selection.

V. Roles and Responsibilities

Local Boards shall carry out their responsibilities in partnership with CEOs, in consultation with regional workforce partners. A CEO Agreement outlining responsibilities is required where a local area includes more than one unit of local government. This agreement must specify which entity will serve as the fiscal and administrative agent, as well as the roles of the individual CEOs in regard to Local Board nominations and appointments and carrying out all other responsibilities assigned to the CEOs under WIOA. CEOs are encouraged to meet at least annually to review program performance for the grant as well as the performance of the fiscal and administrative agent as designated.

The joint responsibilities of the Local Board and CEOs include, but are not limited to the following:

- Development of a vision and goals for the local workforce development system that are aligned with both the economic development mission(s) for the local area and Virginia Board of Workforce Development's (VBWD) goals
- Development of the 4-year local strategic plan to include a workforce demand plan and a plan for business engagement
- Selection of one-stop operator(s) and locations
- Selection of training providers
- Approval of the local one-stop operation(s) budget

- Program oversight
- Negotiations with the Governor to reach agreement on local performance accountability measures
- Any other activities as required by the Workforce Innovation and Opportunity Act, Section 107(d), by state statute, or by the Governor

The responsibilities and functions of the Local Board include the following:

- The Local Board shall enter into an agreement with the chief elected officials clearly detailing the partnership between the two entities for the governance and oversight of activities under the WIOA.
- The Local Board shall develop a budget for the purpose of carrying out the duties of the Local Board. The CEOs must approve the budget.
- The Local Board shall meet at least quarterly and review presented financial reports that reflect actual expenditures and their relationship to the approved budget as well as workforce program outcomes and their relationship to negotiated performance levels.
- The Local Board is encouraged to solicit and accept grants and donations from sources other than federal funds made available under Title I of WIOA assuming it has organized itself in a manner to do so.
- The Local Board, in partnership with CEOs, shall develop the vision, goals, objectives, and policies for the local workforce development area. The vision shall be aligned with both the economic development mission(s) for the local area and VBWD's goal.
- The Local Board, in partnership with the CEOs, shall develop and submit to the Governor, a local strategic plan that meets the requirements in Section 108 of the Workforce Innovation and Opportunity Act.
- The Local Board, with the agreement of the CEOs, shall select one-stop operator(s) through a competitive process and may terminate for cause the eligibility of one-stop operators.
- The Local Board shall enter into a memorandum of understanding concerning the operation of the one-stop delivery system in the local area with each required partner.
- The Local Board shall select eligible providers of youth activities by awarding grants or contracts on a competitive basis.
- The Local Board shall identify eligible providers of training services for adults and dislocated workers.
- The Local Board, in partnership with the CEOs, shall conduct oversight of local programs of youth, adult, and dislocated worker activities authorized under Title I of the WIOA.
- The Local Board, in partnership with the CEOs, shall negotiate and reach agreement with the Virginia Board of Workforce Development on behalf of the Governor on local

performance accountability measures.

- The Local Board shall help the Governor develop a statewide employment statistics system.
- The Local Board shall coordinate the workforce activities authorized under WIOA with local economic development strategies, and develop employer linkages with those activities.
- The Local Board shall promote the participation of local private sector employers through the statewide workforce development system.
- The Local Board may employ staff and/or utilize other options for carrying out these responsibilities.
- The Local Board is responsible for any other activity as required by the Workforce Innovation and Opportunity Act, Section 107(d) or by the Governor or by the Code of Virginia § 2.2-2472.

Restrictions

- The Local Board may not provide training services unless granted a waiver by the Governor as provided under policy 401-04.
- The Local Board may not mandate curricula for schools.
- The Local Board may not be designated or certified as a one-stop operator unless granted a waiver by the Governor as provided under policy 300-04.

Local Board Meetings

A quorum for a meeting of a local workforce development board shall consist of a majority of both the private sector and public sector members.

Sunshine Provisions:

- The Local Board shall share information regarding its meetings and activities with the public subject to the provisions of the Virginia Freedom of Information Act.
- The Local Board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the Local Board, including information regarding the local plan prior to submission of the plan, membership, the designation and certification of one-stop operator(s) consistent with the State Plan, and the award of grants or contracts to eligible providers of youth activities, and minutes of formal meetings of the Local Board.
- In order to comply with the Sunshine Provisions, each Local Board and any subcommittee authorized to take official action on behalf of the Local Board shall do the following:
 - a. Take official action and engage in deliberations only at meetings open to the public. "Official action" includes making recommendations, establishing

policy, making decisions, and/or voting on matters of Local Board business. "Deliberations" are discussions of Local Board business necessary in order to reach decisions.

- b. Ensure that all meetings are held in locations accessible to individuals with disabilities and that all information is available in accessible and alternate formats.
- c. Give public notice of meetings in accordance with applicable state code provisions, including public notice in advance of any special meeting or rescheduled regular meeting. No public notice need be given of an emergency meeting called to deal with a real or potential emergency involving a clear and present danger to life or property.
- d. Ensure that votes of Local Board members be publicly cast and, in the case of roll call votes, recorded.
- e. Keep written minutes of all public meetings, including date, time and place of the meeting, members present, the substance of all official actions, a record of roll call votes, and the names of any citizens who appeared and gave testimony.
- f. Closed executive sessions may be used according to the provisions of the Virginia Freedom of Information Act. Such sessions may be held during or after an open meeting, or may be announced for a future time. If closed session is not announced for a specific time, Local Board members must be notified 24 hours in advance of the date, time, location and purpose of the session. The reason for holding an executive session must be announced at the open meeting either immediately prior or subsequent to the executive session.
- g. Official action on any matter discussed at an executive session must be taken at an open meeting.

VI. Local Board Certification

Consistent with the requirements of WIOA and state law, the Governor shall certify Local Boards once every two years. Certification shall occur in odd number years. A complete certification request, to include all required forms as required under this policy, shall be submitted no later than May 1 to the Executive Director of the VBWD. The LWDB may not conduct business in the new program year that begins July 1 until certified.

Local Level Responsibilities

CEOs must submit the following certification documentation every other year:

- Local Board Membership Nomination Forms for each Local Board member.

Information to be included on the forms include the names of the individuals initially appointed as members of the local Board, their title, company or agency name, address, E-mail address, telephone, and fax numbers, nominating entity, appointment/term expiration date, and sector representation. For private sector representatives, the industry sector, whether the business is small or large, and whether the business is minority or female owned must be identified. The Nomination Forms (Attachment A), which are provided by the staff of the WIOA Title 1 Administrator, must be submitted to LWDB@VCCS.edu.

- A Local Board Membership Certification Form that lists the names of the individuals appointed as members of the Local Board, their title, company or entity name, appointment/term expiration dates, and sector representation. The Certification Form, which is provided by the WIOA Title 1 Administrator, must be submitted to LWDB@VCCS.edu and be signed by the CEO.
- The name and contact information for the chairperson, as well as any subsequent changes in the chairperson designation, must be submitted to LWDB@VCCS.edu within 10 days of the vote.
- A board roster to the Virginia Board of Workforce Development contact information.

The completed Nomination and Certification Forms must be kept on file at the local level.

Governor's Responsibility

- The Virginia Board of Workforce Development will recommend the certification of the Local Board to the Governor upon its determination that the composition of the Local Board and the appointment of the individuals to the Local Board are consistent with the criteria established in Section 107 of the Workforce Innovation and Opportunity Act and this policy.
- The Governor will notify the CEO within 30 days after the submission of all the required certification request forms.
- The LWDA's outcomes in relation to established performance measures will be taken into consideration when determining certification.
- If a Local Board certification is denied, the CEOs will be required to reappoint and submit a membership listing following the procedures in this policy within 60 days.
- If after a reasonable effort, the CEOs in a Workforce Development Area are unable to appoint a board that can achieve certification, the Governor will appoint the members of the Local Board from individuals nominated in accordance with this policy.

NOMINATION FORM

1-Name (First, MI, Last)		2-LWDA #		3-Date	
4-Street Address			13-Nominee Characteristics		
5-City		6-County		Gender: Male <input type="checkbox"/> Female <input type="checkbox"/> Other <input type="checkbox"/>	
7-State Virginia		8-ZIP		Race: (more than one may be checked) White <input type="checkbox"/> Black <input type="checkbox"/> Asian <input type="checkbox"/> Amer. Indian or Native Alaskan <input type="checkbox"/> Native Hawaiian or Pacific Islander <input type="checkbox"/>	
9-Home Phone (include area code)		10-Work Phone (include area code)		Ethnicity: Hispanic, Latino, or Spanish origin? Yes <input type="checkbox"/> No <input type="checkbox"/>	
11-FAX		12-E-Mail		14-Recommended for (see section number)	
15-LWDA Name			16-Labor/ CBO/ Apprenticeship <input type="checkbox"/> 17-Private Sector (Business) <input type="checkbox"/> 18-Education <input type="checkbox"/> 19-VEC <input type="checkbox"/> 20-Economic Development <input type="checkbox"/> 21-VDARS/VDBVI <input type="checkbox"/> 22-DSS <input type="checkbox"/> 23-Optional/Other <input type="checkbox"/>		
16-Labor/ CBO/ Apprenticeship Representative					
<i>Title</i>		<i>Organization</i>			
Labor <input type="checkbox"/>		CBO <input type="checkbox"/>		Registered Apprenticeship <input type="checkbox"/>	
17-Private Sector (Business) Representative					
Title _____ Business _____ Type of Business _____				Yes No Minority-Owned Business <input type="checkbox"/> <input type="checkbox"/> Female-Owned Business <input type="checkbox"/> <input type="checkbox"/> Urban <input type="checkbox"/> Suburban <input type="checkbox"/> Rural <input type="checkbox"/> Number of Employees _____	
18-Education Representative			19-VEC Representative		
Title _____ Institution _____ Title II <input type="checkbox"/> Community College <input type="checkbox"/> CIE <input type="checkbox"/>			Title _____		
20-Economic Development Representative			21-VDARS/VDBVI Representative		
Title _____			Title _____		
			22-DSS Representative		
			Title _____		
24-Nominator			23-Optional/ Other Representative		
<i>I hereby recommend the above-named person for membership on the Local Workforce Development Board.</i>			Title _____ Agency _____		
<i>Signature</i>		<i>Date</i>		25-Action by Chief Elected Official	
_____ <i>Printed/Typed Name & Title of Nominator</i>		_____ <i>Nominator Organization</i>		Subject to certification required by Section 107 of the Workforce Innovation and Opportunity Act of 2014 and Policy 20-02 of the Virginia Board for Workforce Development, the person nominated herein has been duly appointed to the Local Workforce Development Board by the Chief Elected Officials.	
<i>Phone</i>		<i>FAX</i>		Term of Appointment: From _____ To _____	
<i>Email</i>		_____ <i>Signature of Chief Elected Official</i>		<i>Date</i>	

STRATEGIC PLAN

JANUARY 2021 THROUGH JUNE 2022

FINAL
For Review and Approval by WDB and LEOs



Developed by the Bay Consortium Workforce Development Board's
Strategic Planning Team

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PLANNING TEAM MEMBERS

Lamont Brown
President, Great Fredericksburg Black Chamber of Commerce

Jackie Davis
Director, Bay Consortium WDB

Jean Fraysse
WDB Labor Market Committee Chair

Angela Freeman
Fredericksburg Business Development Manager, CLEO

Josh Gemerek
Bay Aging Senior Vice President, Housing, WDB Development Committee Chair

Steve Goodall
Westrock HR Manager, WDB Performance & Accountability Committee Chair

Charles Kolakowski,
Northampton County Administrator, CLEO

Ken Knull,
WDB Vice Chair, Yankee Point Marina

Lewis Lawrence
Executive Director, Middle Peninsula Planning District Commission

Kevin Marshall
Spotsylvania County Business Development Manager, CLEO

Dennis Parsons
WDB Chair

Morgan Quicke
Richmond County Administrator, CLEO Chair

Lori Strumpf, Facilitator
Strumpf Associates: Center for Strategic Change

INTRODUCTION

This document is the dynamic blueprint for the sustainability and growth of the region's talent pipeline. It is the product of intensive discussions by the Workforce Development Board's (WDB), Strategic Planning Committee members and feedback from staff, partners, and stakeholders. This plan lays the foundation for the organization's business plan, which will outline key actions and resources required to execute the objectives and strategies found in this plan.

During the latter part of 2020, the Bay WDB began the process of developing this strategic plan. With the shifting environment due to the pandemic of 2020, the board decided that developing a new set of goals and strategies for the next 3-years would not maintain relevancy. Instead, this plan has a time horizon of eighteen months, through June of 2022. The planning process included a Strategic Planning Committee made up of WDB members and other key community members. The Committee met four times to examine current labor market data that would inform strategic challenges over the next 18 months. Focus groups of businesses, WDB board members, partners, and job seekers were conducted to solicit their perceptions of what the workforce system's challenges might be over the next 15 to 18 months.

The Planning Committee is to be commended for their imagination, dedication, and perseverance throughout this process. We have a vision of where we want to be, an assessment of where we are now and a set of criteria to measure our progress. We have defined the values that describe how we do business and developed strategies and priorities to move us from where we are to where we want to be.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the workforce system, and current opportunities and challenges for offering a high-quality system of talent development to the area's businesses.

In response to stay-at-home orders across Virginia, our organization had to quickly shift to virtual operations and deal with other challenges to our capacity. We made the shift quickly and staff rapidly adapted and learned. With a fresh perspective on our mission, understanding of what we do well, and the environment in which we operate, the Bay WDB will pursue the following strategic priorities:

- Coalesce regionally to align workforce development with economic development efforts in each subregion.¹
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults.
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

A plan is of little value by itself. The strategic plan is a broad road map and there is still much to be determined relative to implementation. This document is the framework to continue our

¹ The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs.

growth and ensure the sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders –our customers, our partners, and the community.

DATA SNAPSHOTS

The following data describes the area and is key to setting the context for the strategy contained in this plan. The Bay Consortium Region (LWIA 13) is comprised of the following jurisdictions: Accomack County, Caroline County, Essex County, King and Queen County, King George County, King William County, Lancaster County, Mathews County, Middlesex County, Northampton County, Northumberland County, Richmond County, Spotsylvania County, Stafford County, Westmoreland County, and Fredericksburg City

Population and Commuting Patterns

- The population is projected to **increase** over the next 10 years.

	LWIA XII	% 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 %	10,201,5	6.86 %

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

- More** people commute out of the area to work than live and work in the area.

Bay Consortium 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.

Employment and Education

- The top five industries with the most employees: Local Government (23,786), Retail Trade (21,588), Health Care and Social Assistance (20,631), Accommodation and Food Services (16,456), and Federal Government (11,943).
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.
- The top average weekly wages: Utilities (\$1,976), Professional, Technical, and Scientific Services (\$1,622), Management of Companies and Enterprises (\$1,330), Federal Government (\$1,980).
- The lowest average weekly wages: Accommodation and Food Services (\$334), Arts, Entertainment and Recreation (\$339), Retail Trade (\$560).
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May 2020).

- Of those 18 and older, 32% have graduated high school or have a GED, 24% have some college, 7% have an Associate's Degree and 16% have a Bachelor's Degree.

	LWIA XIII	Virginia	United States
8th Grade or Less	13,499	275,329	12,639,425
Some High School	29,674	464,075	20,093,117
High School Grad/GED	120,800	1,633,105	68,044,371
Some College	89,167	1,457,887	57,431,237
Associate's Degree	25,520	440,219	18,586,866
Bachelor's Degree	61,960	1,258,661	42,027,629
Graduate or Professional Degree	36,978	862,686	24,008,551
	377,598	6,391,962	242,831,196

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

• **50 Largest Employers in the Bay Consortium Region**

1. U.S. Department of Defense	26. VDOT
2. GEICO, Government Employees Insurance	27. YMCA
3. Stafford County Schools	28. Stafford Hospital Center
4. Spotsylvania County School Board	29. Rappahannock Area Community Services Board
5. Wal Mart	30. Target Corp
6. U.S. Federal Bureau of Investigation	31. Giant Food
7. Mary Washington Hospital	32. Alliance Group WestRock
8. Perdue Products	33. Weis Markets
9. Riverside Regional Medical Center	34. WaWa
10. Tyson Farms	35. First Market Bank
11. County of Spotsylvania	36. Snowden Services Inc
12. County of Stafford	37. Middle Peninsula Northern Neck Mental Health Center
13. Food Lion	38. Haynesville Correctional Institute
14. Accomack County School Board	39. Westmoreland County School Board
15. University of Mary Washington	40. County of Accomack
16. Medicorp Health System	41. Hr Service Group LLC
17. Fredericksburg City Public Schools	42. King William County Schools
18. Postal Service	43. Northampton County Schools
19. King George County Public School Board	44. URS Federal Services
20. McDonald's	45. Mary Washington Healthcare
21. McLane Mid Atlantic	46. The Home Depot
22. Lowes' Home Centers, Inc.	47. County Of King George
23. HCA Virginia Health System	48. Manufacturing Techniques Inc
24. City of Fredericksburg	49. Intuit
25. Caroline County School Board	50. A T Solutions Inc

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2020.

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

VISION: Ensure that LWDA13 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.

MISSION: 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.

VALUE

PROPOSITION: We provide excellence through meaningful services that enhance the quality and availability of the workforce while developing talent for the jobs of today and tomorrow.

CUSTOMERS: Our *primary external customers* are **employers and jobseeker (emerging and transitioning)**

Our primary *internal customer* is our **staff**.

Our *Partners* are identified through formal agreements that define mutually beneficial relationships formed between the WDB and with each other. The purpose is to pursue common goals based on the shared values of each participating organizations.

ROLE: The Workforce Development Board will play several roles in furtherance of our vision and mission:

- We **lead and oversee** the workforce development system.
- We seek to **catalyze change** in the community to build effective partnerships.
- We will **strategically invest** in program innovation.
- We **act as a convener** of business and industry.

ORGANIZATIONAL CORE VALUES

Our Common Values:

We believe in the following shared principles, beliefs and priorities:

COMPASSION. We anticipate the needs of others and act to appropriately and meaningfully meet these needs with understanding and empathy.

EQUITY AND INCLUSION. We believe we share in the responsibility to create a positive culture and to safeguard equity, inclusion, dignity, and respect for all.

JOB SECURITY. We believe that a stable job builds self-worth for an individual, promotes family well-being, and builds community.

OPPORTUNITY. We bring to bear all of our talents and resources to provide opportunities for our customers and our staff to succeed and thrive.

STEWARDSHIP. We are stewards of the public trust and take seriously our responsibility for fiscal management.

STRATEGIC PRIORITIES AND GOALS

Strategy 2021

STRATEGIC PRIORITIES for January 2021 through June 2022

- Coalesce regionally to align workforce development with economic development efforts in each subregion.²
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults.
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

STRATEGIC GOALS and KEY OBJECTIVES

The following goals and objectives support the Bay WDB in accomplishing the priorities set for the next eighteen months.

STRATEGIC GOAL 1: Tailor programs to the geographic diversity of the region to meet workforce needs

Key Strategies:

- 1.1 Focus efforts to understand and provide solutions to businesses workforce needs for both small and large businesses within each region, e.g., Eastern Shore, Fredericksburg Area, Middle Peninsula, and the Northern Neck.
- 1.2 Examine current targeted industry sectors³ within the context of those identified by GoVA for alignment.
- 1.3 Work with a collection of businesses within the WDB's targeted industries to identify sustainable jobs that need an ongoing pipeline of qualified talent and jointly develop recruitment and training solutions.
- 1.4 Examine the Northern Neck Workforce Training and Site Selection Feasibility Study⁴ recommendations, prioritize and implement best practices throughout the region, tailored to the needs of each subregion.
- 1.5 Create a mechanism to receive any workforce and economic development studies completed in any of the subregions to review them and identify areas where the workforce board can provide support.
- 1.6 Take the lead in developing the process to submit a GoVA planning grant that then may lead to an implementation grant.

Outcome(s):

- GoVa Planning Grant submitted, and implementation grant awarded.
- 2 industry sector groups within the WDBs targeted industries have been convened and strategies to increase the talent pipeline are underway within each subregion.

² The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs.

³ WDB's current targeted sectors are health care, IT, and logistics.

⁴ This study includes the Middle Peninsula.

STRATEGIC GOAL 2: Create, Support and Sustain a Talent Pipeline for the Bay WDB's Targeted Industries

Key Strategies:

- 2.1 Design methods to reach out to underserved and underemployed⁵ populations and to individuals in sectors with job losses to promote new training and job opportunities.
- 2.2 Develop and promote career pathways in targeted industries.
- 2.3 Create a program for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree. Target existing pathway programs.
- 2.4 Educate businesses about the paradigm shifts that are taking place about how people work and the future of the workplace.

Outcome(s) (data collected and articulated by each subregion):

- Increase the number of individuals obtaining jobs within the targeted industries by X% (or #).
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need by X% (or #).
- X number of businesses report having developed some support services for workers; and/or implemented longer term retention strategies; are managing telework; are addressing work/life balance expectations of younger workers.
- Increase customer satisfaction by X%.

STRATEGIC GOAL 3: Sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings in existing companies.

Key Strategies:

- 3.1 Meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system.
- 3.2 Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
- 3.3 Develop programs designed to train individuals for jobs that are 15 to 24 months out to ensure that employers have access to a skilled workforce that enables growth and increased productivity.
- 3.4 Create a campaign that markets the new training opportunities.

Outcome(s):

- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.

⁵ For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents 'the growing number of households in our communities that do not earn enough to afford basic necessities'.

- Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.

OPERATING PRINCIPLES

The following principles define the way the organization operates regarding the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion:

- We collaborate to build strategic alliances around our goals, strategies, and tasks in which we are engaged.
- We align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission.
- We deliver equitable service excellence through our products, processes, and services.
- We are leaders and challenge each other to achieve excellence.
- We hold ourselves accountable to each other and our customers.
- We create value by continuously assessing the outcomes and appropriateness of our programs and delivery systems.
- We continuously strengthen organizational effectiveness and build capacity.