

**DRAFT
AGENDA**

**Bay Consortium Workforce Development Board, Inc.
Performance and Accountability Committee
Thursday, April 15, 2021
10:00 A.M.**

- I. Call to Order
- II. Roll Call
- III. Public Input
- IV. Approval of Meeting Notes from January 14, 2021 Meeting
- V. New Business
 - A. Quarterly Reports [WIOA Section 134, Section 503, Section 116; TEGL 11-19, TEGL 14-15, TEGL10-16, TEGL 19-16, TEGL03-17, TEGL 06-17; OMB No. 1205-1526, OMB No. 1205-0521, OMB No. 1205-0522; Public Law 103-62; 107 Stat. 285; Public Law 111-352; 124 Stat. 3866; 20 CFR parts 676, 677, and 678 and 34 CFR parts 361 and 463; Code of Virginia §2.2-2472.2 Virginia Board of Workforce Development Policy 404-01]
 - B. Strategic Plan
 - C. Committee Elections
- VI. Old Business
- VII. Other Topics for discussion
- VIII. Adjournment

Bay Consortium Workforce Development Board, Inc.
Performance and Accountability Committee Meeting
Draft Minutes
Thursday, January 14, 2021
10:00 A.M.

The Performance and Accountability Committee met Thursday, January 14, 2021 via Zoom.

Call to Order: Steve Goodall called the committee meeting to order at 10 a.m.

Roll Call: Present were Steve Goodall, Bridgett Landess, Robin Harry, and Gary Wilson. Not present was Percy Pollard. Vanesa Livingstone was represented by alternate Cheryl Fryer. Chantel Roane was represented by alternate Merita Billups. In addition, present were Jackie Davis, Steven Golas and Katlyn Moss, WDB Staff. A quorum was present.

Public Input: There was no public input.

Approval of Minutes: The minutes from the October 14, 2020 meeting were tabled until next meeting.

New Business: Steven Golas went over the quarterly reports. He stated that median earnings were behind since they come from the state. He noted that enrollment numbers were down since moving to appointment only and virtual services. He noted that Eastern Shore Community College was not meeting the 40% Minimum Training Expenditure Requirement, Jackie Davis stated they would look into counting accruals instead of submitted bills since Shared Services was often delayed. He noted that Rappahannock Community College had not enrolled any new youth clients on the Middle Peninsula this quarter and their Skill Gains were very low. He noted that Rappahannock Community College would be hiring two Youth Specialist for the Northern Neck and Middle Peninsula. He noted that Eastern Shore Community College had no new enrollments as well. Jackie Davis did not recommend reallocating any unspent funds since they were such a small amount. He reviewed the addition of the Wagner-Peyser reports. He reviewed the Economic Equity Initiative Contract Expenditures, and noted that they had requested a no cost extension till 2022. Jackie Davis updated members on the Wagner-Peyser funds, discussing the plans with the purchased computers. Jackie Davis discussed moving to electronic surveys. A motion was made to send a Corrective Action Plan letter to all providers with low enrollment or deficient measures, which was seconded and approved. Jackie Davis reviewed the Request for Proposals (RFPs) with members, discussing with members the decision of the proposers remaining anonymous.

- A motion was made, based on the highest average review score, to approve Proposer 3 as the Comprehensive One-Stop Operator in the George Washington Sub-Area 16, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 3 as the Provider of Adult and Dislocated Worker Services in the George Washington Sub-Area 16, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 3 as

the Provider of Youth Services in the George Washington Sub-Area 16, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.

- A motion was made, based on the highest average review score, to approve Proposer 3 as the Provider of Adult and Dislocated Worker Services in the Northern Neck Sub-Area 17, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 2 as the Provider of Youth Services in the Northern Neck Sub-Area 17, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 3 as the Provider of Adult and Dislocated Worker Services in the Middle Peninsula Sub-Area 18, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 2 as the Provider of Youth Services in the Middle Peninsula Sub-Area 18, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 3 as the Provider of Adult and Dislocated Worker Services in the Eastern Shore Sub-Area 22, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.
- A motion was made, based on the highest average review score, to approve Proposer 2 as the Provider of Youth Services in the Eastern Shore Sub-Area 22, with Steve Goodall, Bridgett Landess, Cheryl Fryer, Merita Billups, Robin Harry, and Gary Wilson voting yes.

Old Business: Jackie Davis discussed committee elections. Steve Goodall stated that he was comfortable with remaining the chair until the July meeting, and then he would like to allow someone else to be elected chair.

Other Items for Discussion: Jackie Davis thanked Steven Golas for all his work with the RFPs. She noted the finalization of the new Strategic Plan. She also noted that next Board meeting would be February 3, 2021 at 11 a.m. via Zoom.

There being no further business, the meeting was adjourned at 11:10 a.m.

Respectfully submitted,
Katlyn Moss

Rappahannock Goodwill Industries - WIOA Adult & Dislocated Worker Program Sub-Area 16

		1st Quarter PY 20 7/1/20 - 9/30/20		2nd Quarter PY 20 10/1/20 - 12/31/20		3rd Quarter PY 20 1/1/21 - 3/31/21		4th Quarter PY 20 4/1/21 - 6/30/21						
Customer Summary Information														
Planned Number of Participants for PY		70		70		70								
Total Participants Served		42		47		54								
Percent of Planned		60%		67%		77%		-						
New Clients Enrolled this Quarter		3		5		7								
WIOA Adult		25		30		35								
WIOA Dislocated Worker		17		17		19								
Follow Up Information														
Total Follow-Ups Required		63		64		45								
Total Follow-Ups Completed		63		64		45								
Total Follow-Up Not Completed		0		0		0		0						
Employment 2nd Quarter after Exit														
WIOA Adult Program - 82.6%		83.3%	10	# employed	78.6%	11	# employed	100.0%	9	# employed	-		# employed	
			12	# exited		14	# exited		9	# exited			# exited	
WIOA Dislocated Worker Program - 85%		80.0%	4	# employed	77.8%	7	# employed	80.0%	4	# employed	-		# employed	
			5	# exited		9	# exited		5	# exited			# exited	
Employment 4th Quarter after Exit														
WIOA Adult Program - 85%		90.0%	9	# employed	100.0%	5	# employed	91.7%	11	# employed	-		# employed	
			10	# exited		5	# exited		12	# exited			# exited	
WIOA Dislocated Worker Program - 90%		92.3%	12	# employed	85.7%	6	# employed	100.0%	5	# employed	-		# employed	
			13	# exited		7	# exited		5	# exited			# exited	
Median Earnings 2nd Quarter after Exit														
WIOA Adult Program		\$6,000.00	Not Available		\$6,000.00	Not Available		\$6,000.00	Not Available		\$6,000.00			
WIOA Dislocated Worker Program		\$8,700.00	Not Available		\$8,700.00	Not Available		\$8,700.00	Not Available		\$8,700.00			
Credential Attainment within Four Quarters after Exit														
WIOA Adult Program - 74%		88.9%	8	# credentialed	100.0%	4	# credentialed	100.0%	12	# credentialed	-		# credentialed	
			9	# exited		4	# exited		12	# exited			# exited	
WIOA Dislocated Worker Program - 70%		72.7%	8	# credentialed	71.4%	5	# credentialed	60.0%	3	# credentialed	-		# credentialed	
			11	# exited		7	# exited		5	# exited			# exited	
Measurable Skills Gain														
WIOA Adult Program - 70.2%		18.8%	3	# gained	30.0%	6	# gained	30.8%	8	# gained	-		# gained	
			16	# exited		20	# exited		26	# exited			# exited	
WIOA Dislocated Worker Program - 69.8%		18.2%	2	# gained	18.2%	2	# gained	53.8%	7	# gained	-		# gained	
			11	# exited		11	# exited		13	# exited			# exited	
40% Minimum Training Expenditure Requirement														
42.87%	WIOA Adult Program		42.5%	\$ 3,366.84	Training Expenditures	50.9%	\$ 22,262.84	Training Expenditures	51.9%	\$ 39,381.78	Training Expenditures	-		Training Expenditures
				\$ 7,923.64	Total Expenditures		\$ 43,696.63	Total Expenditures		\$ 75,835.29	Total Expenditures			Total Expenditures
	WIOA Dislocated Worker Program		47.4%	\$ 9,981.90	Training Expenditures	29.0%	\$ 10,011.90	Training Expenditures	30.0%	\$ 16,068.90	Training Expenditures	-		Training Expenditures
				\$ 21,062.00	Total Expenditures		\$ 34,504.20	Total Expenditures		\$ 53,511.47	Total Expenditures			Total Expenditures
Total Contract Expenditures														
60.22%	WIOA Adult Program		12.1%	\$ 8,024.74	Expenditures	33.7%	\$ 22,262.84	Expenditures	58.4%	\$ 76,745.19	Expenditures	-		Expenditures
				\$ 66,155.00	Total Contract		\$ 66,155.00	Total Contract		\$ 131,518.65	Total Contract			Total Contract
	WIOA Dislocated Worker Program		14.2%	\$ 21,998.24	Expenditures	23.3%	\$ 36,064.60	Expenditures	63.0%	\$ 56,320.19	Expenditures	-		Expenditures
				\$ 154,797.68	Total Contract		\$ 154,797.68	Total Contract		\$ 89,434.03	Total Contract			Total Contract

George Washington Planning District 16 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		70
Total Participants Served		55
Percent of Planned		79%
Planning District 16 Total New Clients Enrolled this Quarter		7
	WIOA Adult	36
	WIOA Dislocated Worker	19
Spotsylvania County New Clients Enrolled this Quarter		2
	WIOA Adult	13
	WIOA Dislocated Worker	5
Stafford County New Clients Enrolled this Quarter		2
	WIOA Adult	8
	WIOA Dislocated Worker	6
Caroline County New Clients Enrolled this Quarter		0
	WIOA Adult	2
	WIOA Dislocated Worker	1
King George County New Clients Enrolled this Quarter		3
	WIOA Adult	7
	WIOA Dislocated Worker	3
City of Fredericksburg New Clients Enrolled this Quarter		0
	WIOA Adult	6
	WIOA Dislocated Worker	4

Rappahannock Community College - WIOA Adult & Dislocated Worker Program Sub-Area 17 & 18

		1st Quarter PY 20 7/1/20 - 9/30/20		2nd Quarter PY 20 10/1/20 - 12/31/20		3rd Quarter PY 20 1/1/21 - 3/31/21		4th Quarter PY 20 4/1/21 - 6/30/21		
Customer Summary Information										
Planned Number of Participants for PY		83		83		83				
Total Participants Served		51		62		74				
Percent of Planned		61%		75%		89%		-		
New Clients Enrolled this Quarter		10		11		12				
WIOA Adult		50		61		73				
WIOA Dislocated Worker		1		1		1				
Follow Up Information										
Total Follow-Ups Required		73		57		56				
Total Follow-Ups Completed		73		57		56				
Total Follow-Up Not Completed		0		0		0		0		
Employment 2nd Quarter after Exit										
WIOA Adult Program - 82.6%		95.8%	23 # employed	82.4%	14 # employed	85.0%	17 # employed	-	# employed	
			24 # exited		17 # exited		20 # exited		# exited	
WIOA Dislocated Worker Program - 85%		100.0%	2 # employed	100.0%	1 # employed	100.0%	2 # employed	-	# employed	
			2 # exited		1 # exited		2 # exited		# exited	
Employment 4th Quarter after Exit										
WIOA Adult Program - 85%		82.6%	19 # employed	87.0%	20 # employed	70.8%	17 # employed	-	# employed	
			23 # exited		23 # exited		24 # exited		# exited	
WIOA Dislocated Worker Program - 90%		100.0%	1 # employed	100.0%	2 # employed	100.0%	2 # employed	-	# employed	
			1 # exited		2 # exited		2 # exited		# exited	
Median Earnings 2nd Quarter after Exit										
WIOA Adult Program		\$6,000.00	Not Available	\$6,000.00	Not Available	\$6,000.00	Not Available	\$6,000.00		
WIOA Dislocated Worker Program		\$8,700.00	Not Available	\$8,700.00	Not Available	\$8,700.00	Not Available	\$8,700.00		
Credential Attainment within Four Quarters after Exit										
WIOA Adult Program - 74%		86.4%	19 # credentialed	100.0%	21 # credentialed	95.7%	22 # credentialed	-	# credentialed	
			22 # exited		21 # exited		23 # exited		# exited	
WIOA Dislocated Worker Program - 70%		0.0%	0 # credentialed	50.0%	1 # credentialed	100.0%	1 # credentialed	-	# credentialed	
			1 # exited		2 # exited		1 # exited		# exited	
Measurable Skills Gain										
WIOA Adult Program - 70.2%		29.2%	7 # gained	45.9%	17 # gained	62.5%	30 # gained	-	# gained	
			24 # exited		37 # exited		48 # exited		# exited	
WIOA Dislocated Worker Program - 69.8%		-	0 # gained	-	0 # gained	-	0 # gained	-	# gained	
			0 # exited		0 # exited		0 # exited		# exited	
40% Minimum Training Expenditure Requirement										
79.30%	WIOA Adult Program		91.7%	\$ 26,351.90 Training Expenditures	93.8%	\$ 72,409.37 Training Expenditures	86.5%	\$126,142.95 Training Expenditures	-	Training Expenditures
				\$ 28,739.60 Total Expenditures		\$ 77,190.09 Total Expenditures		\$145,873.71 Total Expenditures		Total Expenditures
	WIOA Dislocated Worker Program		0.0%	\$ - Training Expenditures	0.0%	\$ - Training Expenditures	0.0%	\$ - Training Expenditures	-	Training Expenditures
				\$ 1,812.30 Total Expenditures		\$ 3,624.60 Total Expenditures		\$ 13,205.30 Total Expenditures		Total Expenditures
Total Contract Expenditures										
53.89%	WIOA Adult Program		16.8%	\$ 28,739.60 Expenditures	45.2%	\$ 77,190.09 Expenditures	59.5%	\$147,137.49 Expenditures	-	Expenditures
				\$ 170,694.64 Total Contract		\$ 170,694.64 Total Contract		\$247,194.64 Total Contract		Total Contract
	WIOA Dislocated Worker Program		1.4%	\$ 1,812.30 Expenditures	2.8%	\$ 3,624.60 Expenditures	27.6%	\$ 14,662.94 Expenditures	-	Expenditures
				\$ 129,546.31 Total Contract		\$ 129,546.31 Total Contract		\$ 53,046.31 Total Contract		Total Contract

Northern Neck Planning District 17 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		43
Total Participants Served		31
Percent of Planned		72%
Planning District 17 Total New Clients Enrolled this Quarter		4
	WIOA Adult	31
	WIOA Dislocated Worker	0
Lancaster County New Clients Enrolled this Quarter		0
	WIOA Adult	6
	WIOA Dislocated Worker	0
Northumberland County New Clients Enrolled this Quarter		1
	WIOA Adult	5
	WIOA Dislocated Worker	0
Richmond County New Clients Enrolled this Quarter		1
	WIOA Adult	9
	WIOA Dislocated Worker	0
Westmoreland County New Clients Enrolled this Quarter		2
	WIOA Adult	11
	WIOA Dislocated Worker	0

Middle Peninsula Planning District 18 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		40
Total Participants Served		24
Percent of Planned		60%
Planning District 18 Total New Clients Enrolled this Quarter		5
	WIOA Adult	23
	WIOA Dislocated Worker	1
Essex County New Clients Enrolled this Quarter		1
	WIOA Adult	9
	WIOA Dislocated Worker	1
King and Queen County New Clients Enrolled this Quarter		0
	WIOA Adult	1
	WIOA Dislocated Worker	0
King William County New Clients Enrolled this Quarter		0
	WIOA Adult	2
	WIOA Dislocated Worker	0
Mathews County New Clients Enrolled this Quarter		1
	WIOA Adult	1
	WIOA Dislocated Worker	0
Middlesex County New Clients Enrolled this Quarter		3
	WIOA Adult	10
	WIOA Dislocated Worker	0

Eastern Shore Community College - WIOA Adult & Dislocated Worker Program Sub-Area 22

		1st Quarter PY 20 7/1/20 - 9/30/20		2nd Quarter PY 20 10/1/20 - 12/31/20		3rd Quarter PY 20 1/1/21 - 3/31/21		4th Quarter PY 20 4/1/21 - 6/30/21						
Customer Summary Information														
Planned Number of Participants for PY		45		45		45								
Total Participants Served		27		39		48								
Percent of Planned		60%		87%		107%		-						
New Clients Enrolled this Quarter		7		12		9								
WIOA Adult		24		35		44								
WIOA Dislocated Worker		3		4		4								
Follow Up Information														
Total Follow-Ups Required		41		35		20								
Total Follow-Ups Completed		41		35		20								
Total Follow-Up Not Completed		0		0		0		0						
Employment 2nd Quarter after Exit														
WIOA Adult Program - 82.6%		100.0%	12	# employed	87.5%	14	# employed	60.0%	3	# employed	-		# employed	
			12	# exited		16	# exited		5	# exited			# exited	
WIOA Dislocated Worker Program - 85%		100.0%	2	# employed	100.0%	3	# employed	-	0	# employed	-		# employed	
			2	# exited		3	# exited		0	# exited			# exited	
Employment 4th Quarter after Exit														
WIOA Adult Program - 85%		71.4%	5	# employed	94.1%	16	# employed	100.0%	12	# employed	-		# employed	
			7	# exited		17	# exited		12	# exited			# exited	
WIOA Dislocated Worker Program - 90%		100.0%	2	# employed	100.0%	3	# employed	100.0%	2	# employed	-		# employed	
			2	# exited		3	# exited		2	# exited			# exited	
Median Earnings 2nd Quarter after Exit														
WIOA Adult Program		\$6,000.00	Not Available		\$6,000.00	Not Available		\$6,000.00	Not Available		\$6,000.00			
WIOA Dislocated Worker Program		\$8,700.00	Not Available		\$8,700.00	Not Available		\$8,700.00	Not Available		\$8,700.00			
Credential Attainment within Four Quarters after Exit														
WIOA Adult Program - 74%		50.0%	3	# credentialed	58.8%	10	# credentialed	63.6%	7	# credentialed	-		# credentialed	
			6	# exited		17	# exited		11	# exited			# exited	
WIOA Dislocated Worker Program - 70%		100.0%	2	# credentialed	33.3%	1	# credentialed	100.0%	2	# credentialed	-		# credentialed	
			2	# exited		3	# exited		2	# exited			# exited	
Measurable Skills Gain														
WIOA Adult Program - 70.2%		22.7%	5	# gained	56.0%	14	# gained	42.9%	18	# gained	-		# gained	
			22	# exited		25	# exited		42	# exited			# exited	
WIOA Dislocated Worker Program - 69.8%		33.3%	1	# gained	66.7%	2	# gained	50.0%	2	# gained	-		# gained	
			3	# exited		3	# exited		4	# exited			# exited	
40% Minimum Training Expenditure Requirement														
49.71%	WIOA Adult Program		17.7%	\$ 4,320.00	Training Expenditures	28.3%	\$ 14,785.20	Training Expenditures	57.6%	\$ 71,497.97	Training Expenditures	-		Training Expenditures
				\$ 24,462.16	Total Expenditures		\$ 52,269.07	Total Expenditures		\$124,177.40	Total Expenditures			Total Expenditures
	WIOA Dislocated Worker Program		10.5%	\$ 1,120.00	Training Expenditures	7.4%	\$ 1,305.75	Training Expenditures	18.9%	\$ 5,995.75	Training Expenditures	-		Training Expenditures
				\$ 10,653.79	Total Expenditures		\$ 17,558.48	Total Expenditures		\$ 31,705.88	Total Expenditures			Total Expenditures
Total Contract Expenditures														
76.22%	WIOA Adult Program		22.0%	\$ 24,956.39	Expenditures	46.9%	\$ 53,141.34	Expenditures	76.7%	\$125,477.54	Expenditures	-		Expenditures
				\$ 113,313.88	Total Contract		\$ 113,313.88	Total Contract		\$163,693.88	Total Contract			Total Contract
	WIOA Dislocated Worker Program		11.7%	\$ 11,114.02	Expenditures	19.4%	\$ 18,395.07	Expenditures	74.6%	\$ 33,009.42	Expenditures	-		Expenditures
				\$ 94,622.95	Total Contract		\$ 94,622.95	Total Contract		\$ 44,242.95	Total Contract			Total Contract

Eastern Shore Planning District 22 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		45
Total Participants Served		45
Percent of Planned		100%
Planning District 22 Total New Clients Enrolled this Quarter		8
	WIOA Adult	42
	WIOA Dislocated Worker	3
Accomack County New Clients Enrolled this Quarter		8
	WIOA Adult	32
	WIOA Dislocated Worker	1
Northampton County New Clients Enrolled this Quarter		0
	WIOA Adult	10
	WIOA Dislocated Worker	2

SkillSource Group - WIOA Youth Program Sub-Area 16

		1st Quarter PY 20 7/1/20 - 9/30/20		2nd Quarter PY 20 10/1/20 - 12/31/20		3rd Quarter PY 20 1/1/21 - 3/31/21		4th Quarter PY 20 4/1/21 - 6/30/21					
Customer Summary Information													
Planned Number of Participants for PY		39		39		39							
Total Participants Served		22		25		32							
Percent of Planned		56%		64%		82%		-					
New Clients Enrolled this Quarter		3		3		7							
WIOA Youth		22		25		32							
Follow Up Information													
Total Follow-Ups Required		29		22		24							
Total Follow-Ups Completed		29		22		24							
Total Follow-Up Not Completed		0		0		0		0					
Employment 2nd Quarter after Exit													
WIOA Youth - 77.3%	77.8%	7	# employed	66.7%	2	# employed	55.6%	5	# employed	-	# employed		
		9	# exited		3	# exited		9	# exited		# exited		
Employment 4th Quarter after Exit													
WIOA Youth - 62.8%	-	0	# employed	88.9%	8	# employed	77.8%	7	# employed	-	# employed		
		0	# exited		9	# exited		9	# exited		# exited		
Credential Attainment within Four Quarters after Exit													
WIOA Youth - 70%	-	0	# credentialed	100.0%	4	# credentialed	40.0%	2	# credentialed	-	# credentialed		
		0	# exited		4	# exited		5	# exited		# exited		
Measurable Skills Gain													
WIOA Youth - 69.1%	19.0%	4	# gained	40.0%	10	# gained	56.3%	18	# gained	-	# gained		
		21	# exited		25	# exited		32	# exited		# exited		
20% Work Experience Expenditure Requirement													
45.63%	WIOA Youth	38.9%	\$ 8,835.75	Training Expenditures	41.6%	\$ 14,922.59	Training Expenditures	45.6%	\$ 24,002.24	Training Expenditures	-		Training Expenditures
			\$ 22,689.87	Total Expenditures		\$ 35,877.22	Total Expenditures		\$ 52,603.66	Total Expenditures			Total Expenditures
Total Contract Expenditures													
54.93%	WIOA Youth	23.7%	\$ 22,689.87	Expenditures	37.5%	\$ 35,877.22	Expenditures	54.9%	\$ 52,603.66	Expenditures	-		Expenditures
			\$ 95,773.09	Total Contract		\$ 95,773.09	Total Contract		\$ 95,773.09	Total Contract			Total Contract

George Washington Planning District 16 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		39
Total Participants Served		31
Percent of Planned		79%
Planning District 16 Total New Clients Enrolled this Quarter		6
	WIOA Youth	31
Spotsylvania County New Clients Enrolled this Quarter		4
	WIOA Youth	12
Stafford County New Clients Enrolled this Quarter		1
	WIOA Youth	9
Caroline County New Clients Enrolled this Quarter		0
	WIOA Youth	1
King George County New Clients Enrolled this Quarter		0
	WIOA Youth	3
City of Fredericksburg New Clients Enrolled this Quarter		1
	WIOA Youth	6

Rappahannock Community College - WIOA Youth Program Sub-Areas 17 & 18

		1st Quarter PY 20 7/1/20 - 9/30/20		2nd Quarter PY 20 10/1/20 - 12/31/20		3rd Quarter PY 20 1/1/21 - 3/31/21		4th Quarter PY 20 4/1/21 - 6/30/21					
Customer Summary Information													
Planned Number of Participants for PY		45		45		45							
Total Participants Served		34		34		35							
Percent of Planned		76%		76%		78%		-					
New Clients Enrolled this Quarter		1		0		1							
WIOA Youth		34		34		35							
Follow Up Information													
Total Follow-Ups Required		8		8		30							
Total Follow-Ups Completed		8		8		30							
Total Follow-Up Not Completed		0		0		0		0					
Employment 2nd Quarter after Exit													
WIOA Youth - 77.3%	50.0%	1	# employed	50.0%	1	# employed	100.0%	4	# employed	-		# employed	
		2	# exited		2	# exited		4	# exited			# exited	
Employment 4th Quarter after Exit													
WIOA Youth - 62.8%	50.0%	1	# employed	100.0%	2	# employed	-	2	# employed	-		# employed	
		2	# exited		2	# exited		2	# exited			# exited	
Credential Attainment within Four Quarters after Exit													
WIOA Youth - 70%	-	0	# credentialed	50.0%	1	# credentialed	100.0%	2	# credentialed	-		# credentialed	
		0	# exited		2	# exited		2	# exited			# exited	
Measurable Skills Gain													
WIOA Youth - 69.1%	5.9%	1	# gained	5.9%	1	# gained	41.2%	7	# gained	-		# gained	
		17	# exited		17	# exited		17	# exited			# exited	
20% Work Experience Expenditure Requirement													
20.50%	WIOA Youth	20.9%	\$ 5,132.45	Training Expenditures	22.7%	\$ 8,973.00	Training Expenditures	20.5%	\$ 8,973.00	Training Expenditures	-		Training Expenditures
			\$ 24,553.70	Total Expenditures		\$ 39,582.19	Total Expenditures		\$ 43,763.79	Total Expenditures		Total Expenditures	
Total Contract Expenditures													
31.03%	WIOA Youth	16.9%	\$ 24,553.70	Expenditures	27.2%	\$ 39,582.19	Expenditures	31.0%	\$ 45,214.49	Expenditures	-		Expenditures
			\$ 145,708.29	Total Contract		\$ 145,708.29	Total Contract		\$145,708.29	Total Contract		Total Contract	

Northern Neck Planning District 17 Data

		3rd Quarter PY 20
0		
Planned Number of Participants for PY		24
Total Participants Served		22
Percent of Planned		92%
Planning District 17 Total New Clients Enrolled this Quarter		0
	WIOA Youth	22
Lancaster County New Clients Enrolled this Quarter		0
	WIOA Youth	2
Northumberland County New Clients Enrolled this Quarter		0
	WIOA Youth	3
Richmond County New Clients Enrolled this Quarter		0
	WIOA Youth	9
Westmoreland County New Clients Enrolled this Quarter		0
	WIOA Youth	8

Middle Peninsula Planning District 18 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		21
Total Participants Served		8
Percent of Planned		38%
Planning District 18 Total New Clients Enrolled this Quarter		1
	WIOA Youth	8
Essex County New Clients Enrolled this Quarter		1
	WIOA Youth	8
King and Queen County New Clients Enrolled this Quarter		0
	WIOA Youth	0
King William County New Clients Enrolled this Quarter		0
	WIOA Youth	0
Mathews County New Clients Enrolled this Quarter		0
	WIOA Youth	0
Middlesex County New Clients Enrolled this Quarter		0
	WIOA Youth	0

Eastern Shore Community College - WIOA Youth Program Sub-Area 22

		1st Quarter PY 20 7/1/20 - 9/30/20		2nd Quarter PY 20 10/1/20 - 12/31/20		3rd Quarter PY 20 1/1/21 - 3/31/21		4th Quarter PY 20 4/1/21 - 6/30/21					
Customer Summary Information													
Planned Number of Participants for PY		23		23		23							
Total Participants Served		9		11		11							
Percent of Planned		39%		48%		48%		-					
New Clients Enrolled this Quarter		2		2		0							
WIOA Youth		9		11		11							
Follow Up Information													
Total Follow-Ups Required		27		14		13							
Total Follow-Ups Completed		27		14		13							
Total Follow-Up Not Completed		0		0		0		0					
Employment 2nd Quarter after Exit													
WIOA Youth - 77.3%		92.9%	13	# employed	75.0%	3	# employed	75.0%	3	# employed	-	# employed	
			14	# exited		4	# exited		4	# exited		# exited	
Employment 4th Quarter after Exit													
WIOA Youth - 62.8%		25.0%	1	# employed	100.0%	1	# employed	100.0%	14	# employed	-	# employed	
			4	# exited		1	# exited		14	# exited		# exited	
Credential Attainment within Four Quarters after Exit													
WIOA Youth - 70%		100.0%	1	# credentialed	100.0%	1	# credentialed	100.0%	3	# credentialed	-	# credentialed	
			1	# exited		1	# exited		3	# exited		# exited	
Measurable Skills Gain													
WIOA Youth - 69.1%		0.0%	0	# gained	16.7%	1	# gained	54.5%	6	# gained	-	# gained	
			6	# exited		6	# exited		11	# exited		# exited	
20% Work Experience Expenditure Requirement													
32.15%	WIOA Youth		38.7%	\$ 5,485.74	Training Expenditures	34.1%	\$ 9,248.31	Training Expenditures	32.1%	\$ 16,652.70	Training Expenditures	-	Training Expenditures
				\$ 14,191.87	Total Expenditures		\$ 27,150.81	Total Expenditures		\$ 51,803.30	Total Expenditures		Total Expenditures
Total Contract Expenditure Requirement													
43.65%	WIOA Youth		12.7%	\$ 14,768.65	Expenditures	24.3%	\$ 28,247.45	Expenditures	43.6%	\$ 53,476.72	Expenditures	-	Expenditures
				\$ 116,389.36	Total Contract		\$ 116,389.36	Total Contract		\$122,520.09	Total Contract		Total Contract

Eastern Shore Planning District 22 Data

		3rd Quarter PY 20
Customer Summary Information		
Planned Number of Participants for PY		23
Total Participants Served		11
Percent of Planned		48%
Planning District 22 Total New Clients Enrolled this Quarter		0
	WIOA Youth	11
Accomack County New Clients Enrolled this Quarter		0
	WIOA Youth	8
Northampton County New Clients Enrolled this Quarter		0
	WIOA Youth	3

3rd Quarter PY 2020

	Negotiated	Actual	% of Negotiated	Status
Adult Measures	Level		Level	
Employment 2nd Quarter after Exit	82.6	85.3	103%	E
Employment 4th Quarter after Exit	85.0	85.4	100%	M
Median Earnings 2nd Quarter after Exit	\$6,000.00	NA	-	NA
Credential Attainment within 4 Quarters after Exit	74.0	89.1	120%	E
Measurable Skills Gain	70.2	48.3	69%	FTM
Dislocated Workers Measures				
Employment 2nd Quarter after Exit	85.0	85.7	101%	E
Employment 4th Quarter after Exit	85.0	100.0	118%	E
Median Earnings 2nd Quarter after Exit	\$8,700.00	NA	-	NA
Credential Attainment within 4 Quarters after Exit	70.0	75.0	107%	E
Measurable Skills Gain	69.8	52.9	76%	FTM
Youth Measures				
Employment 2nd Quarter after Exit	77.3	70.6	91%	FTM
Employment 4th Quarter after Exit	62.8	92.0	146%	E
Credential Attainment within 4 Quarters after Exit	70.0	70.0	100%	M
Measurable Skills Gain	69.1	51.7	75%	FTM

BCWDB Performance Measure Definitions

Section 116 of the Workforce Innovation and Opportunity Act (WIOA) specifies the core metrics that the Local Workforce Development Boards (LWDB) and the state will be measured against. The following Indicators of Performance are part of the performance accountability system under WIOA:

Employment 2nd Quarter after Exit

The percentage of program participants who are in unsubsidized employment during the 2nd quarter after exit from the program. **(Adult and Dislocated Workers)**
Participants in education, or training or employment in the 2nd quarter after exit. **(Youth)**

Employment 4th Quarter after Exit

The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program. **(Adult and Dislocated Workers)**
Participants in education, or training or employment in the 4th quarter after exit. **(Youth)**

Median Earnings 2nd Quarter after Exit

The median earnings of program participants who are in unsubsidized employment in the second quarter after exit from the program. **(Adult, Dislocated Workers,**

Credential Attainment within Four Quarters after Exit

The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during program participation or within 1 year after exit from the program. **(Adult, Dislocated Workers, Youth)**

Measurable Skills Gain

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward a credential or employment. **(Adult, Dislocated Worker, Youth)**

WIOA Wagner-Peyser Services Contracts		1st Quarter PY 20 7/1/20 - 9/30/20	2nd Quarter PY 20 10/1/20 - 12/31/20	3rd Quarter PY 20 1/1/21 - 3/31/21	4th Quarter PY 20 4/1/21 - 6/30/21					
Rappahannock Goodwill Industries - Planning District 16 - George Washington Region*										
87.58%	WIOA Wagner-Peyser	31.5%	\$ 34,458.67 Wagner-Peyser Expenditures	87.6%	\$ 95,692.00 Wagner-Peyser Expenditures	98.9%	\$ 39,759.02 Wagner-Peyser Expenditures	0.0%		Wagner-Peyser Expenditures
			\$ 109,258.36 Total Contract		\$ 109,258.36 Total Contract		\$ 40,194.98 Total Contract		\$ 44,202.16 Total Contract	
The SkillSource Group - Planning District 16 - George Washington Region* & **										
53.02%	WIOA Wagner-Peyser	9.9%	\$ 1,971.69 Wagner-Peyser Expenditures	53.0%	\$ 10,603.93 Wagner-Peyser Expenditures	100.0%	\$ 7,500.00 Wagner-Peyser Expenditures	0.0%		Wagner-Peyser Expenditures
			\$ 20,000.00 Total Contract		\$ 20,000.00 Total Contract		\$ 7,500.00 Total Contract		\$ 7,500.00 Total Contract	
Job Assistance Center - Planning District 17 - Northern Neck Region*										
94.30%	WIOA Wagner-Peyser	46.9%	\$ 19,251.62 Wagner-Peyser Expenditures	94.3%	\$ 38,701.40 Wagner-Peyser Expenditures	92.0%	\$ 21,530.60 Wagner-Peyser Expenditures	0.0%		Wagner-Peyser Expenditures
			\$ 41,040.51 Total Contract		\$ 41,040.51 Total Contract		\$ 23,407.92 Total Contract		\$ 24,387.92 Total Contract	
Job Assistance Center - Planning District 18 - Middle Peninsula Region*										
86.09%	WIOA Wagner-Peyser	37.6%	\$ 20,273.32 Wagner-Peyser Expenditures	86.1%	\$ 46,395.60 Wagner-Peyser Expenditures	91.0%	\$ 23,788.59 Wagner-Peyser Expenditures	0.0%		Wagner-Peyser Expenditures
			\$ 53,890.03 Total Contract		\$ 53,890.03 Total Contract		\$ 26,137.90 Total Contract		\$ 27,902.94 Total Contract	
Job Assistance Center - Planning District 22 - Eastern Shore Region*										
82.30%	WIOA Wagner-Peyser	24.7%	\$ 9,740.14 Wagner-Peyser Expenditures	82.3%	\$ 32,499.60 Wagner-Peyser Expenditures	98.6%	\$ 22,762.10 Wagner-Peyser Expenditures	0.0%		Wagner-Peyser Expenditures
			\$ 39,489.54 Total Contract		\$ 39,489.54 Total Contract		\$ 23,078.41 Total Contract		\$ 23,963.65 Total Contract	

Wagner Peyser Metrics		
Virginia Career Works - Bay Consortium		
Office - Rappahannock Goodwill Industries		
1/01/2021 - 3/31/2021		

Individuals		
Enrolled WP (PIRL)	Distinct Users	Services Provided
134	18486	38516

Employers		
New Registrations	Employers Served	Services Provided
0	9	123

Job Orders and Matching		
Job Orders	Job Openings	Job Notifications
2	2	37706

Staff Efforts		
Outreach Emails	Outreach Calls	Referrals Sent
14182	130	4

Other		
Placements	Job Fairs/Hiring Events	Workshops
0	5	11

Wagner Peyser Metrics		
Virginia Career Works - Bay Consortium		
Office - SkillSource Group		
1/01/2021 - 3/31/2021		

Individuals		
Enrolled WP (PIRL)	Distinct Users	Services Provided
7	12	18

Employers		
New Registrations	Employers Served	Services Provided
N/A	N/A	N/A

Job Orders and Matching		
Job Orders	Job Openings	Job Notifications
N/A	N/A	N/A

Staff Efforts		
Outreach Emails	Outreach Calls	Referrals Sent
120	204	14

Other		
Placements	Job Fairs/Hiring Events	Workshops
2	8	15

Wagner Peyser Metrics		
Virginia Career Works - Bay Consortium		
Office - Job Assistance Center		
1/01/2021 - 3/31/2021		

Individuals		
Enrolled WP (PIRL)	Distinct Users	Services Provided
51	2150	4009

Employers		
New Registrations	Employers Served	Services Provided
50	61	124

Job Orders and Matching		
Job Orders	Job Openings	Job Notifications
294	425	274

Staff Efforts		
Outreach Emails	Outreach Calls	Referrals Sent
96	128	2220

Other		
Placements	Job Fairs/Hiring Events	Workshops
12	1	2

Economic Equity Initiative Contract Expenditures													
		1st Quarter PY 20 7/1/20 - 9/30/20			2nd Quarter PY 20 10/1/20 - 12/31/20			3rd Quarter PY 20 1/1/21 - 3/31/21			4th Quarter PY 20 4/1/21 - 6/30/21		
99.63%	EEI Program	47.2%	\$ 40,799.02	EEI Expenditures	91.7%	\$ 79,349.40	EEI Expenditures	99.6%	\$86,186.91	EEI Expenditures	-	EEI Expenditures	
			\$ 86,510.00	Total Contract			\$ 86,510.00		Total Contract			\$86,510.00	Total Contract
Target Number of Participants													
	EEI Program	22.5%	9	# participants	27.5%	11	# participants	47.5%	19	# participants	-	# participants	
			40	Total		40	Total		40	Total		Total	
Employment 2nd Quarter after Exit													
	EEI Program	9.1%	2	# participants	18.2%	4	# participants	18.2%	4	# participants	-	# participants	
			22	# exited		22	# exited		22	# exited		# exited	
Employment 4th Quarter after Exit													
	EEI Program	0.0%	0	# participants	0.0%	0	# participants	7.1%	2	# participants	-	# participants	
			28	# exited		28	# exited		28	# exited		# exited	
Credential Attainment within Four Quarters after Exit													
	EEI Program	6.7%	2	# credentialed	13.3%	4	# credentialed	26.7%	8	# credentialed	-	# credentialed	
			30	Total		30	Total		30	Total		Total	
Training Completion													
	EEI Program	13.3%	4	# credentialed	16.7%	5	# credentialed	30.0%	9	# credentialed	-	# credentialed	
			30	Total		30	Total		30	Total		Total	

Center Open by Appointment Only-Fredericksburg Sub-Area 16 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	245	10	1	36	75	3	63	0
Were your needs met?	Yes	No						
<i>Number of Visitors</i>	267	2						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	264	5						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A					
<i>Number of Visitors</i>	264	5	-					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: See Attached Comments Below		
<i>Number of Visitors</i>	0	1	4	41	219			
How would you rate your overall visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)			
<i>Number of Visitors</i>	0	1	4	41	219			

Fredericksburg Sub-Area 16 Customer Survey Comments

1. Add a bus stop in front of building
2. Always great!
3. As always super super-people!
4. Everything is ok
5. EVERYONE IS HELPFUL
6. Everyone should be knowledgeable and be able to help you rather than putting on the phone with a different location
7. Everything is perfect
8. Everything was Great
9. Everything was smooth running
10. Everything was good
11. Get my money
12. Good
13. Good
14. Hard to get on the phone
15. I just like the way Mrs. Milly is willing to try to help u front desk was great even security
16. I'm glad this is here. Thank you for helping me get in touch with the VEC.
17. Keep Mrs. Milly in there or train coworkers the same professionalism that u train Mrs. Milly with
18. Maybe make everyone more well-rounded with the basic info some anyone can provide help
19. More info on the services
20. No they are awesome here and work hard to answer questions. the front desk team is really welcoming and so is the security guard.
21. No very nice patient and helpful.
22. Nothing comes to mind. I gotta run.
23. Nothing to improve
24. System was down - but people did as much as they could.
25. The gentlemen was very helpful in trying to get my issue resolved, i feel better about knowing someone was actually trying to help me
26. Very nice people
27. You are good

Center Open by Appointment Only-Northern Neck Sub-Area 17 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	-	30	-	-	-	7	-	-
Were your needs met?	Yes	No						
<i>Number of Visitors</i>	7	-						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	7	-						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A					
<i>Number of Visitors</i>	7	-	-					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: 1. Did a great job! 2. Case manager is pleasant to speak with. She is very supportive and great informative leader. Exceeded expectations!		
<i>Number of Visitors</i>	-	-	-	-	7			
How would you rate your overall visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)			
<i>Number of Visitors</i>	-	-	-	-	7			

Center Open by Appointment Only-Middle Peninsula Sub-Area 18 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	-	10	-	-	-	10	-	-
Were your needs met?	Yes	No						
<i>Number of Visitors</i>	10	-						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	10	-						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A					
<i>Number of Visitors</i>	-	-	10					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: 1. The staff was informative 2. Thank you for your help, you rock! 3. Very helpful and attentive 4. Thank you!		
<i>Number of Visitors</i>	-	-	-	-	10			
How would you rate your overall visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)			
<i>Number of Visitors</i>	-	-	-	-	10			

Center Open by Appointment Only-Eastern Shore Sub-Area 22 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	61 (phone calls)	6	3	7	-	31 (phone information requests)	7	-
Were your needs met?	Yes	No	*UI questions had to be referred to UI claims representatives, many telephone visitors stated their needs were not met. WIOA staff is not authorized to address UI claims.					
<i>Number of Visitors</i>	21	32*						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	21	32*						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A	-Quite a few customers hung-up the phone before staff finished providing contact information for partner resources. -Others refused to answer survey questions. -Some would not complete entire survey.				
<i>Number of Visitors</i>	21	12	-					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: The majority of our contact for the 3 rd quarter was via telephone and the large majority were questions related to UI which WIOA staff is unauthorized to address.		
<i>Number of Visitors</i>	21 (UI phone)	-	13	5	3			

Center Open by Appointment Only-Fredericksburg Sub-Area 16 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	245	10	1	36	75	3	63	0
Were your needs met?	Yes	No						
<i>Number of Visitors</i>	267	2						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	264	5						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A					
<i>Number of Visitors</i>	264	5	-					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: See Attached Comments Below		
<i>Number of Visitors</i>	0	1	4	41	219			
How would you rate your overall visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)			
<i>Number of Visitors</i>	0	1	4	41	219			

Fredericksburg Sub-Area 16 Customer Survey Comments

1. Add a bus stop in front of building
2. Always great!
3. As always super super-people!
4. Everything is ok
5. EVERYONE IS HELPFUL
6. Everyone should be knowledgeable and be able to help you rather than putting on the phone with a different location
7. Everything is perfect
8. Everything was Great
9. Everything was smooth running
10. Everything was good
11. Get my money
12. Good
13. Good
14. Hard to get on the phone
15. I just like the way Mrs. Milly is willing to try to help u front desk was great even security
16. I'm glad this is here. Thank you for helping me get in touch with the VEC.
17. Keep Mrs. Milly in there or train coworkers the same professionalism that u train Mrs. Milly with
18. Maybe make everyone more well-rounded with the basic info some anyone can provide help
19. More info on the services
20. No they are awesome here and work hard to answer questions. the front desk team is really welcoming and so is the security guard.
21. No very nice patient and helpful.
22. Nothing comes to mind. I gotta run.
23. Nothing to improve
24. System was down - but people did as much as they could.
25. The gentlemen was very helpful in trying to get my issue resolved, i feel better about knowing someone was actually trying to help me
26. Very nice people
27. You are good

Center Open by Appointment Only-Northern Neck Sub-Area 17 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	-	30	-	-	-	7	-	-
Were your needs met?	Yes	No						
<i>Number of Visitors</i>	7	-						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	7	-						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A					
<i>Number of Visitors</i>	7	-	-					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: 1. Did a great job! 2. Case manager is pleasant to speak with. She is very supportive and great informative leader. Exceeded expectations!		
<i>Number of Visitors</i>	-	-	-	-	7			
How would you rate your overall visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)			
<i>Number of Visitors</i>	-	-	-	-	7			

Center Open by Appointment Only-Middle Peninsula Sub-Area 18 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	-	10	-	-	-	10	-	-
Were your needs met?	Yes	No						
<i>Number of Visitors</i>	10	-						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	10	-						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A					
<i>Number of Visitors</i>	-	-	10					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: 1. The staff was informative 2. Thank you for your help, you rock! 3. Very helpful and attentive 4. Thank you!		
<i>Number of Visitors</i>	-	-	-	-	10			
How would you rate your overall visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)			
<i>Number of Visitors</i>	-	-	-	-	10			

Center Open by Appointment Only-Eastern Shore Sub-Area 22 Customer Survey Results

What was the purpose of your visit?	Unemployment Claim	Workforce Resources	Resume Assistance	Job Search Activities	Resource Room	Workshops or Training	Gathering Informational Materials	Other
<i>Number of Visitors</i>	61 (phone calls)	6	3	7	-	31 (phone information requests)	7	-
Were your needs met?	Yes	No	*UI questions had to be referred to UI claims representatives, many telephone visitors stated their needs were not met. WIOA staff is not authorized to address UI claims.					
<i>Number of Visitors</i>	21	32*						
Was the Staff Knowledgeable?	Yes	No						
<i>Number of Visitors</i>	21	32*						
If the Staff was unable to meet your needs, were you provided contact information for partner agencies/resources?	Yes	No	N/A	-Quite a few customers hung-up the phone before staff finished providing contact information for partner resources. -Others refused to answer survey questions. -Some would not complete entire survey.				
<i>Number of Visitors</i>	21	12	-					
How helpful was the Staff during your visit to the Virginia Career Works Center?	1 (Poor)	2	3 (Average)	4	5 (Excellent)	Additional Comments: The majority of our contact for the 3 rd quarter was via telephone and the large majority were questions related to UI which WIOA staff is unauthorized to address.		
<i>Number of Visitors</i>	21 (UI phone)	-	13	5	3			

Rappahannock Goodwill Industries
Adult/Dislocated Worker Success Story – George Washington

AA was referred to the WIOA program from another region. He was relocating to the area after being incarcerated for over five years.

He was extremely nervous to reach out for services due to his background, but staff worked patiently with him to get him information on employment after incarceration. Staff connected him to local agencies for re-entry citizens and referred him to the Federal Fidelity bonding program. This program provides bonding to an employer who hires qualified individuals who are usually denied coverage by other commercial carriers because of a record of arrest, conviction or imprisonment. This bond can cover a period of six months—at no cost to the employer. AA was diligent with working with WIOA staff to complete all steps for eligibility and was deemed eligible for WIOA services as an Adult. He wished to pursue his CDL-Class A. Staff and AA had many discussions about his background and how it could impact employment. Staff were open and honest with AA about job search being difficult and how he would have to be extremely conscientious and open with potential employers.

AA began his training in mid-March 2020, and a few days later the Covid-19 pandemic shut down his training facility. He maintained contact with staff and made sure to keep in contact with his training provider during the shutdown. He sought out ways to keep learning and took it upon himself to study for his CDL learners and use various online tools to help with training in the meantime.

Unfortunately, during the shutdown AA's health took a turn for the worse and he was hospitalized a handful of times. He thought that he had overcome his illness, but when his class started back up in late July 2020, his attendance suffered due to health. Staff advocated on his behalf and was able to work with him and his training provider to make sure that AA could return to finish his class.

AA was able to return on a modified schedule that allowed for rest and time to attend doctor's appointment. He graduated his course in January 2021.

AA's job search proved to be difficult, but he worked with staff to identify positions and he applied for numerous jobs. He had a few promising leads, but his background proved to be difficult to securing employment. AA continued to work on navigating his background with employers with staff assistance and coaching.

AA secured a part time Driver position with a food distribution company and is doing very well. He hopes that once his employer sees his work ethic and diligence, he can rise beyond the stigma of his background. He is really pleased with his new job and working hard with a goal to potentially move into a full-time position and building upon his skills and experience.

***Rappahannock Community College
Adult/Dislocated Worker Success Story - Northern Neck***

In September, 2020, 20-year-old G. and 21-year-old A., cousins, came into RCC and applied to WIOA. They had been to a technical school for HVAC training but were unable to secure employment in this field. Past experience with HVAC companies has shown that employers want their technicians to have 5 years of experience. They decided they would like to get their CDL licenses, go over the road and see the world. I determined that both men met the priority of service guidelines, and I enrolled them in WIOA. They began training on October 12, 2020, completed their training, and both were employed by year end. Both men are employed by the same company and doing well. They have been a pleasure to work with. They always express appreciation for all we have done for them. I wish them much success!

***Rappahannock Community College
Adult/Dislocated Worker Success Story – Middle Peninsula***

SJ came to the Virginia Career Works office seeking guidance in career exploration and training. SJ was last employed for a period of 6 months as a concrete finisher and was laid off. SJ is 44 years old and has a high school diploma. SJ decided on a career as a Heavy-Duty Truck Driver and was enrolled in CDL training through WIOA funding.

SJ expressed genuine gratitude several times as he went through his training program for the opportunity to learn a new career and receive funding. SJ had difficulty passing his exam on his first attempt and received additional training and coaching enabling him to pass his exam on his second attempt and obtain his CDL license.

SJ has placed his resume with several companies and feels confident that he will soon be employed as a tractor trailer driver with a regional haul transportation company, NFI, as he has interviewed. SJ stated his CDL training is going to provide him a steady career and he hopes to buy his own truck one day. SJ stated his experience with the Virginia Career Works Center and WIOA program was life changing for him.

***Eastern Shore Community College
Adult/Dislocated Worker Success Stories – Eastern Shore***

Story #1

NN is an Adult who enrolled in the WIOA program in Fall of 2019. NN was continuing her LPN program and needed help with the last year to complete the training. NN already had a certificate in Medical Assistant but wanted more and a better career and being an LPN was her dream. Before COVID-19, NN displayed wonderful grades and received high praise from the instructors. When things shut down due to COVID-19, the LPN program didn't and NN continued to work through challenges just like others. NN has graduated from the LPN program and recently passed her NCLEX exam and is now a Licensed Practical Nurse. NN is currently at Tyson's Food in the medical department and has been promoted from Medical Assistant to LPN. The increase in pay was significant.

Story #2

CC is a Dislocated Worker who recently completed his Business Management Associates degree. CC became a Dislocated Worker back in 2018 when the company he worked for shut down. CC enrolled in his degree for the fall semester and then relocated to Alabama to work at a job that lasted 10 months to earn income and gain some more work experience. While working, CC remained enrolled in the business management training online, taking two classes at a time. After his job in Alabama ended, CC moved back to the Eastern Shore and continued his training. He successfully completed the training and earned an associate degree in business management. CC will do great things with the degree and is working on a business plan. We are excited about the possibilities this credential will afford CC.

SkillSource Group Youth Success Story – George Washington

CD was age 22 when she came into the Career Works in April 2019. CD was with her boyfriend, who was enrolled in the Adult WIOA Program at the time; both job searching. She had been working as a cashier/food stocker at a local 4-year university, but recently resigned.

The WIOA Young Adult Case Manager was informed by the Resource Room technician that CD' background and current unemployment may be a good fit for the Young Adult Program. The Case Manager discovered that CD's resignation was due to a case of sexual harassment while on her job. She was not sure where to turn for employment.

Additionally, CD was born with a malformation of her right arm and hand. Six out of her 9 siblings also had the genetic disease, all in different physical locations. Fortunately, CD was able to work in most work environments, and was interested in seeking an office position. She enrolled in the SkillSource Career Focus Initiative the same week.

Within 3 months of enrolling, CD and the WIOA Youth Case Manager revised her resume, and CD successfully completed the WIOA Youth Leadership activities. She also attended the Savings, Debt, Budget, and Credit Workshops facilitated by United Way, receiving certificates. CD completed the free computer training classes offered by Rappahannock United Way on Internet search, Word, and Excel. In 2020, CD engaged in a Workforce Experience (WEX) at the Virginia Career Works Fredericksburg Center, working as an administrative assistant. She welcomed those entering the Career Works Center, worked on small computer projects for various center employees, and helped at Job Fairs in the Center.

CD made the decision to move in with her boyfriend's family to acquire some independence. Due to the number of siblings, her parents had little time to help, and her mother did not consider a license, or driving, very important, thus not encouraging her to obtain it. She began to work on obtaining her driver's permit with the support of the WIOA Youth Program. She practices driving with friends, trying to get the hours needed to take the Driver's test.

While working in the Center, CD and her Case Manager continually applied for full-time jobs that would put her into a business environment. After the WEX was completed, and when Covid-

19 began, CD became homebound. She continued to apply for jobs virtually with the help of her Case Manager. In January 2021 she was hired by a company to work in a food service production line. After 3 months, her employer noted that with the skills in the production line and knowledge she had gained in the past year with the program, she had what it took to move to the next step, Quality Assurance. She began her new position recently, with a raise and will receive benefits in 90 days.

CD is very excited, and although she is still taking the FredBus to work every day, she is hopeful to be able to get her driver's license sometime this spring. Her mother recently told CD that she is proud of her and realizes now how important it is that she had goals and persevered to obtain them.

***Rappahannock Community College
Youth Success Story – Northern Neck***

MB is a youth who has not completed high school. He had been working, but do to the Covid-19 pandemic he lost his job. MB came to the WIOA Youth program seeking training and help with completing a GED credential. He was referred to the Adult Education program and is in the process of enrolling in classes. After some career exploration, MB decided he would like to take welding classes. He is currently enrolled and his instructor reports that he is an excellent student, showing great potential in welding. Transportation has been an issue for MB. At first, he had to rely on family for a ride to class. His family helped him acquire a used car to get back and forth to class. He has had mechanical issues with this car, but has always called his case manager and/or instructor to alert them of car troubles. He has not missed a class, but has been late a few times. MB worked with his instructor to come to class early several times to make up for the days he arrived late to class.

MB has several more welding classes in the progression to complete the welding program, but has already had a job offer as a welder once he completes. MB has the work ethic and desire to become successfully employed once his training is complete.

***Rappahannock Community College
Youth Success Story – Middle Peninsula***

Our success story for this quarter includes 3 welding students. TB inquired about in the WIOA Youth first and found the guidance he received so helpful that he recruited two of his neighbors, BG and KR, to join the program also. These young men all have an interest in welding as a career and have enrolled in the welding program. Covid-19 shut downs during the spring and summer of 2020 caused their training to come to an abrupt halt. These three stayed persistent and patiently waited for training to start back. In late summer of 2020 they resumed training, but due to limited class sizes they have had to wait a session between each class. The length of their training program has almost doubled due to Covid-19. The tenacity of these three young men is to be commended; they could have easily given up and moved on to something else, but they have stuck with their commitment and desire to pursue a welding career. As things look now (barring any other Covid-19 restrictions) they will be completed with their program by the fall of 2021.

*Eastern Shore Community College
Youth Success Stories – Eastern Shore*

Story #1

DD is off to a great start her senior year! She enrolled into the WIOA program her junior year of high school after overcoming some challenges in 10th grade. After successfully completing her junior year, she decided she would like to research going to college. She found a university that offered a program in child advocacy, a career that she discovered she was interested in after working with her Career Coach and WIOA Case Manager. DD completed the admissions application and was accepted! She is working with her Career Coach to complete the enrollment process and apply for local jobs to start earning money. She plans to start college in fall 2021.

Story #2

SS is an OSY who is currently in training in the Medical Assistant program. SS achieved her CNA license and worked as a CNA for a local private duty company, but wanted more. SS was a great student in CNA program and felt that she could obtain more with the support of the WIOA program and the encouragement from her instructors. While working as a CNA, SS had a baby girl and wanted to get another certificate to obtain more money and a better life for her baby girl. SS is doing well in the Medical Assistant training and looks to have her credential by the end of the summer semester.

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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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.