

**DRAFT  
AGENDA**

**Bay Consortium Workforce Development Board, Inc.  
Youth Council  
Monday, April 26, 2021  
10:00 A.M.**

- I. Call to Order
- II. Roll Call
- III. Public Input
- IV. Approval of Meeting Minutes from the January 25, 2021 Meeting
- V. New Business
  - A. Quarterly Reports
  - B. Elections
  - C. Council Membership
  - D. Strategic Plan
- VI. Old Business
- VII. Other Topics for discussion
- VIII. Adjournment

**Bay Consortium Workforce Development Board, Inc.**  
**Youth Council Meeting**  
**Draft Minutes**  
**Monday, January 25, 2021**  
**10:00 a.m.**

The Youth Council met Monday, January 25, 2021, via Zoom.

**Call to Order:** Marjorie Lampkin called the Youth Council Meeting to order at 10 a.m.

**Roll Call:** Present were Hutt Williams, Tina Taylor, and Lori Strumpf. Not present were Steve Smith, David Ferguson, and Roger Gross. In addition, present were Jackie Davis, Steven Golas, and Katlyn Moss, WDB Staff.

**Approval of Minutes:** A motion was made to approve the minutes from the October 26, 2020 meeting with corrections made, which was seconded and approved.

**Public Input:** There was no public input.

**New Business:** Steven Golas went over the quarterly reports. He noted that Rappahannock Community College had not enrolled any new clients on the Northern Neck or 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. He stated that he had requested corrective action plans for all of the underperforming categories. 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 Provider of Youth Services in the George Washington Sub-Area 16, which was seconded and approved with Lori Strumpf abstaining.
- 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, which was seconded and approved with Marjorie Lampkin and Hutt Williams abstaining.
- 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, which was seconded and approved with Marjorie Lampkin and Hutt Williams abstaining.
- 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, which was seconded and approved with Tina Taylor abstaining.

**Old Business:** Jackie Davis discussed the new for new membership, specifically a new parent representative.

**Other Topics:** There were no other topics for discussion.

There being no further business, the meeting was adjourned at 10:30 a.m.

Respectfully submitted,

Katlyn Moss

### 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					
<b>Customer Summary Information</b>													
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							
<b>Follow Up Information</b>													
Total Follow-Ups Required		29		22		24							
Total Follow-Ups Completed		29		22		24							
Total Follow-Up Not Completed		0		0		0		0					
<b>Employment 2nd Quarter after Exit</b>													
WIOA Youth - 77.3%	77.8%	7	# employed	66.7%	2	# employed	55.6%	5	# employed	-	# employed		
		9	# exited		3	# exited		9	# exited		# exited		
<b>Employment 4th Quarter after Exit</b>													
WIOA Youth - 62.8%	-	0	# employed	88.9%	8	# employed	77.8%	7	# employed	-	# employed		
		0	# exited		9	# exited		9	# exited		# exited		
<b>Credential Attainment within Four Quarters after Exit</b>													
WIOA Youth - 70%	-	0	# credentialed	100.0%	4	# credentialed	40.0%	2	# credentialed	-	# credentialed		
		0	# exited		4	# exited		5	# exited		# exited		
<b>Measurable Skills Gain</b>													
WIOA Youth - 69.1%	19.0%	4	# gained	40.0%	10	# gained	56.3%	18	# gained	-	# gained		
		21	# exited		25	# exited		32	# exited		# exited		
<b>20% Work Experience Expenditure Requirement</b>													
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
<b>Total Contract Expenditures</b>													
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
<b>Customer Summary Information</b>		
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				
<b>Customer Summary Information</b>												
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						
<b>Follow Up Information</b>												
Total Follow-Ups Required		8		8		30						
Total Follow-Ups Completed		8		8		30						
Total Follow-Up Not Completed		0		0		0		0				
<b>Employment 2nd Quarter after Exit</b>												
WIOA Youth - 77.3%	50.0%	1	# employed	50.0%	1	# employed	100.0%	4	# employed	-	# employed	
		2	# exited		2	# exited		4	# exited		# exited	
<b>Employment 4th Quarter after Exit</b>												
WIOA Youth - 62.8%	50.0%	1	# employed	100.0%	2	# employed	-	2	# employed	-	# employed	
		2	# exited		2	# exited		2	# exited		# exited	
<b>Credential Attainment within Four Quarters after Exit</b>												
WIOA Youth - 70%	-	0	# credentialed	50.0%	1	# credentialed	100.0%	2	# credentialed	-	# credentialed	
		0	# exited		2	# exited		2	# exited		# exited	
<b>Measurable Skills Gain</b>												
WIOA Youth - 69.1%	5.9%	1	# gained	5.9%	1	# gained	41.2%	7	# gained	-	# gained	
		17	# exited		17	# exited		17	# exited		# exited	
<b>20% Work Experience Expenditure Requirement</b>												
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
<b>Total Contract Expenditures</b>												
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
<b>0</b>		
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
<b>Customer Summary Information</b>		
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					
<b>Customer Summary Information</b>													
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							
<b>Follow Up Information</b>													
Total Follow-Ups Required		27		14		13							
Total Follow-Ups Completed		27		14		13							
Total Follow-Up Not Completed		0		0		0		0					
<b>Employment 2nd Quarter after Exit</b>													
WIOA Youth - 77.3%		92.9%	13	# employed	75.0%	3	# employed	75.0%	3	# employed	-	# employed	
			14	# exited		4	# exited		4	# exited		# exited	
<b>Employment 4th Quarter after Exit</b>													
WIOA Youth - 62.8%		25.0%	1	# employed	100.0%	1	# employed	100.0%	14	# employed	-	# employed	
			4	# exited		1	# exited		14	# exited		# exited	
<b>Credential Attainment within Four Quarters after Exit</b>													
WIOA Youth - 70%		100.0%	1	# credentialed	100.0%	1	# credentialed	100.0%	3	# credentialed	-	# credentialed	
			1	# exited		1	# exited		3	# exited		# exited	
<b>Measurable Skills Gain</b>													
WIOA Youth - 69.1%		0.0%	0	# gained	16.7%	1	# gained	54.5%	6	# gained	-	# gained	
			6	# exited		6	# exited		11	# exited		# exited	
<b>20% Work Experience Expenditure Requirement</b>													
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
<b>Total Contract Expenditure Requirement</b>													
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
<b>Customer Summary Information</b>		
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

	<b>Negotiated Level</b>	<b>Actual</b>	<b>% of Negotiated Level</b>	<b>Status</b>
<b>Youth Measures</b>				
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)**

*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 due 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.

**BYLAWS**  
**OF**  
**BAY CONSORTIUM YOUTH COUNCIL**

ARTICLE I

Name and Authority

Section 1. The name of the organization shall be Bay Consortium Youth Council (hereinafter called "the Council").

Section 2. The organization and its authority to operate shall conform to the provisions of the Workforce Innovation and Opportunity Act, (Public Law 113-128) and to all federal, state, and local regulations and guidelines issued pursuant to the Workforce Innovation and Opportunity Act (hereinafter called "the Act").

ARTICLE I I

Functions of the Organization

Section 1. It shall be the purpose of the Council to establish youth programs under the Act to provide workforce development activities, through statewide and local workforce development systems, that increase the employment, retention and earnings of participants, and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation. In particular, it shall be the responsibility of the Council to provide policy guidelines for, and exercise oversight with respect to, activities under a local workforce plan for its workforce development area (as established pursuant to Section 108 of the Act) in partnership with the unit or units of general local government within its workforce

development area. The Council shall be organized and operated exclusively for charitable and educational purposes and without profit, and no part of its net income shall inure to the benefit of any private shareholder or individual. No part of the activities of the Council shall consist of carrying on propaganda or otherwise attempting to influence legislation; and it shall not participate in or intervene (including the publishing or distributing of Statements) in any political campaign on behalf of any candidate for public office.

Section 2. It shall be the responsibility of the Council to provide policy guidance for, and exercise oversight with respect to, activities under a local workforce plan in partnership with the units of general local government situated within the workforce development area of the Council as established pursuant to Section 106 of the Act.

Section 3. The Council and the local governments within the workforce development area of the Council shall reach an agreement on the establishment of the procedures for the development of the local workforce plan, which may provide for the preparation of all or any part of the plan (i) by the Council, (ii) by any unit of general local government in the workforce development area, or by any agency thereof, or (iii) by such other methods or institutions as may be provided in such agreement.

Section 4. The Council shall provide oversight of the programs conducted under the local workforce plan in accordance with procedures established by the Council.

Section 5. The Council shall recommend eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out



the youth activities.

Section 6. The Council may carry out any functions relating to workforce development that it deems appropriate.

## ARTICLE III

### Members

Section 1. The management of the Council shall be vested in the membership of the organization whose number shall not exceed sixteen (16). Each Member shall have one vote. Unless inconsistent with the provisions of Section 107 of the Act, the nomination and selection of Members shall be accomplished as set forth in Section 2 hereof.

Section 2. The membership shall consist of at least two members who are representative of each of the sub-areas of the Local Workforce Development Area. All appointments to the Council shall be made by the Workforce Development Board. If any vacancy occurs in the organization during a term, an interim Member shall be appointed by the Workforce Development Board to serve the remainder of such term. The composition of the Membership shall reflect the following:

1. Members of the Local Workforce Development Board, such as postsecondary and secondary educators, employers, and representatives of human service agencies, who have special interest or expertise in youth policy;
2. Members who represent service agencies, such as juvenile justice and local law enforcement agencies;
3. Members who represent local housing authorities, including housing

- authority employees and/or Tenant Organizations;
4. Parents of eligible youth seeking assistance under Subtitle B of Title I of WIOA. The parent's membership term is not bound by the youth's term of participation in the program;
  5. Individuals, including former participants, and members who represent organizations, that have experience relating to youth activities. This may include local school-to-work, recreation and parks and other youth councils in the LWDB; and
  6. Members who represent the Job Corps, if a Job Corps Center is located in the local area of Job Corps office serving their area represented by the council.

Section 3. All members of the initial Council shall serve an initial term of two years beginning on July 1, 2000. Effective July 1, 2002 the Workforce Development Board shall appoint a Council half of whom shall serve a term of two years and half of whom shall serve a term of four years. Thereafter all terms, other than interim appointments, shall be for four years, so that members shall serve staggered terms. Members shall be eligible for reappointment without limitation by reason of the number of terms served.

Section 4. Prior to a meeting of the Council being called to order, any Member may designate to the Recording Secretary of the Council an alternate who is

authorized to attend such meeting of the Council in the Members' place or a proxy who must be a Member. The alternate may vote and shall have all rights and responsibilities at such meeting of the Member he or she is replacing. No Member shall be represented by an alternate at more than one-third of the meetings held during any fiscal year as hereinafter defined.

Section 5. Any Member who is absent without cause from three successive regular meetings and who has no designated alternate at any of these meetings shall be automatically removed from the Council. Any Member who is absent and who is not represented by a designated alternate at two successive regular meetings shall be notified in writing that his or her absence or the absence of a duly designated alternate at the next regular meeting will result in an automatic removal. Automatic removal shall result in a vacancy, which shall be filled by the Workforce Development Board.

Section 6. All Members shall serve without compensation; however, they may be reimbursed for travel, meals and lodging and other expenses directly related to participation in activities under the Act in accordance with such rules as may be adopted by the Members.

## ARTICLE I V

### Meetings

Section 1. Regular meetings shall be held in July, October, and January of each year.

The annual meeting shall be held in April of each year. Any regular meeting other than the annual meeting may be canceled by the Executive Committee upon notice duly given to each Member.

Section 2. Special meetings may be held at the call of the Chairman of the Council or upon the written request of one-third of the Members stating the purpose of such meeting.

Section 3. Notice giving the time, date, place and agenda of all meetings shall be mailed to each Member of the Council not less than ten (10) working days prior to the date of the meeting.

## ARTICLE V

### Voting Rights

Section 1. Each Member shall have one vote, which shall be equal in weight to the vote of every other Member.

Section 2. A number equal to 35% of the total Membership shall constitute a quorum.

Section 3. Unless otherwise indicated in these bylaws, all actions shall require a majority vote of the Members present and voting.

Section 4. Each Member shall abstain from voting on any matter with respect to which such Member has, or may have, a conflict of interest per Virginia Board of Workforce Development Policy # 99-2, or the then enforced policy.

Section 5. Where used in this Article the word "Member" shall be defined to include

the duly designated alternate or proxy of any Member.

## ARTICLE V I

### Officers

Section 1. The Members at its first meeting, and at each annual meeting thereafter, shall elect a Chairman, Vice-Chairman, Secretary/Treasurer, and one Member-at- Large, all of whom shall be Members. The Members may from time to time appoint such other officers, as it may deem proper. The terms of all officers shall be for one year beginning on the 1st day of July following the date of the immediately preceding annual meeting. Any officer may be removed at any time by the majority vote of the Members.

Section 2. The Chairman, Vice-Chairman, Secretary/Treasurer, and Member-at- Large shall not represent political subdivisions within the same Planning District as such districts are defined in the Code of Virginia.

Section 3. If an officer's position should become vacant, the Chairman may appoint an acting officer from the same planning district to serve until the next meeting of the Councils. At such meeting the Members shall elect an eligible Member to such position to serve the remainder of this term of such office.

## ARTICLE V I I

### Duties of Officers

Section 1. The officers of the Council shall have such duties as generally pertain to their respective offices as well as such powers and duties as from time to time may be delegated to them by the Members. The Chairman should

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represent, or designate someone to represent the Council at federal, state and local government meetings pertaining to the functions of the Council or to the Act, as appropriate. The Chairman shall further be responsible for reporting relevant local government action to the Members, preparing agenda information for meetings in coordination with the staff of the Board, notifying members of regular and specially called meetings, appointing standing committees, ad hoc committees or task groups as required, serving as Chairman of the Executive Committee and serving as an ex-officio member of all other committees and task groups. The Chairman shall provide all committees with their charge. The Chairman shall also be a representative on the Workforce Development Board and serve on the Executive Committee.

Section 2. In the absence of the Chairman, the Vice-Chairman shall preside at meetings and perform such additional duties as are required by the Council. In the event of the absence of both of these officers, the Chairman may appoint a temporary chairman, but if the Chairman fails to do so, a quorum of the members of the Council present at any meeting may elect a temporary Chairman to preside at that meeting.

Section 3. The Secretary/Treasurer shall, with the assistance of the staff, prepare and maintain a permanent, written record of all proceedings, transmit notices and agenda to the officers and members, and transmit a copy of the minutes of each meeting of the Council to each Member within 10 working days following the meeting.

Section 5. The Member-at-Large shall serve on the Executive Committee and be responsible for special projects or programs.

Section 5. The Members, except as otherwise provided by law or these bylaws, shall have charge of the management of the Council, its assets, property, and business, including the disbursement and allocation of funds to carry on the function of the Council. The Members may adopt such rules and regulations for the management of the Council and the carrying out of its stated purposes and objectives, as they deem proper.

## ARTICLE V I I I

### Notices and Waiver of Notice

Section 1. Any notice required to be given by these bylaws may be given by mailing the same addressed to the person entitled thereto at their last known address as shown on the Council books, and such notice shall be deemed to be given at the time of mailing.

Section 2. Whenever any notice is required to be given to any member of the Council of any meeting for any purpose for which a meeting may be called, a waiver thereof in writing signed by the person or persons entitled to such notice, whether signed before or after such meeting, shall be equivalent to the giving of such notice. A Member who attends a meeting shall be deemed to have had timely and proper notice of the meeting, unless such Member attends for the express purpose of objecting to the transaction of any business because of a lack of proper notice.

## ARTICLE I X

### Indemnification

Each Member and officer shall be indemnified by the Council against liabilities, fines, penalties and claims imposed upon or asserted against him/her (including amounts paid in settlement) by reason of having been such a Member or officer, whether or not then continuing so to be, and against all expenses (including counsel fees) reasonably incurred by him/her in connection therewith, except in relation to matters as to which he/she shall have been finally adjudged to be liable by reason of having been guilty of gross negligence or willful misconduct in the performance of his/her duty as such Member or officer. In the event of any other judgment against such Member or officer or in the event of settlement, the indemnification shall be made if the Council shall be advised, in case none of the persons involved shall be or have been a Member of the Council, by the Members, and otherwise by independent counsel to be appointed by the Members, that in its or his/her opinion such Member or officer acted in good faith and in the manner he/she reasonably believed to be in, and not opposed to, the best interests of the Council, and, with respect to any criminal act or proceeding, had no reasonable cause to believe his/her conduct was unlawful. If the determination is to be made by the Members, it may rely, as to all questions of law, on the advice of independent counsel. Every reference herein to Member or officer shall include every Member or officer or former Member or officer of the Council and every person who may have served at its request as a Member or officer of another Council to which the Council contributes and, in all of such cases, his/her executors and administrators. The right of indemnification hereby provided shall

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not be exclusive of any other rights to which any Member or officer may be entitled.

## ARTICLE X

### Rules of Order

Robert's Rules of Order, as revised from time to time, shall govern all meetings of the Members, the Executive Committee and all other committees and task groups whenever such rules are not in conflict with these bylaws.

## ARTICLE X I

### Fiscal Year

The fiscal year of the Council shall begin on the 1st day of July in each calendar year and end on the last day of June of the subsequent calendar year.

## ARTICLE X I I

### Effective Date and Amendments

Section 1. These bylaws shall be effective immediately upon adoption by the Members of the Council.

Section 2. These bylaws may be amended by a majority vote of the Members present and voting at any meeting of the Council provided that the amendment is proposed at a prior meeting held at least thirty (30) days before the meeting at which a vote is to be taken on the proposed amendment.

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## STRATEGIC PLAN

JANUARY 2021 THROUGH JUNE 2022

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*FINAL*

*For Review and Approval by WDB and LEOs*



**VIRGINIA**  
CAREER WORKS

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BAY CONSORTIUM REGION

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.<sup>1</sup>
- 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

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<sup>1</sup> 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
<b>2000</b>	390,699		7,079,030	
<b>2010</b>	477,723	22.27 %	8,001,024	13.02 %
<b>2020</b>	522,164	9.30 %	8,744,273	9.29 %
<b>2030</b>	591,390	13.26 %	9,546,958	9.18 %
<b>2040</b>	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.

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

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.<sup>2</sup>
- 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 sectors<sup>3</sup> 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 Study<sup>4</sup> 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.

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<sup>2</sup> 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.

<sup>3</sup> WDB's current targeted sectors are health care, IT, and logistics.

<sup>4</sup> 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 underemployed<sup>5</sup> 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.

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<sup>5</sup> 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.