

APPENDIX D
BAY CONSORTIUM LOCAL PLAN
WORKFORCE INNOVATION AND
OPPORTUNITY ACT

VCW Bay Consortium Region
LWDA XIII

SUBMITTED BY

Bay Consortium Workforce Development Board

JULY 1, 2020 – JUNE 30, 2024

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Section 1: Workforce and Economic Analysis

1.1 A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

The Economic Profile and Workforce Demand and Supply Analysis of (Area XIII) the VCW Bay Consortium region consists of data that has been produced by the Virginia Employment Commission (VEC), the U.S. Census Bureau, the Bureau of Labor Statistics, the National Center for Education Statistics, and data housed in LMI and Jobs EQ. The analysis captures trends in the region's workforce demand and supply. The data begins with a demographic overview of the VCW Bay Consortium region, progresses through industry and occupation snapshots highlighting key metrics such as changes in employment dynamics, forecasted labor demand and supply, including potential gaps and surpluses in and around the Bay Consortium Region.

Existing and in-demand sectors are in Public Administration (1,647), Transportation & Warehousing (1,589), Professional Scientific Services (1,512), Healthcare (841) with a total gain in the VCW Bay Consortium region of 3,247 jobs offset by the losses in the Retail Trade and Accommodation & Food Service Industries.

Bay Consortium (WDA 13), 2020Q3¹

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
44	Retail Trade	22,805	\$29,396	1.25	-628	-0.5%	2,991	1,345	1,698	-51	-0.2%
62	Health Care and Social Assistance	22,690	\$47,181	0.86	841	0.8%	2,511	1,056	1,091	364	1.6%
92	Public Administration	18,093	\$90,643	2.08	1,647	1.9%	1,706	703	956	47	0.3%
61	Educational Services	16,924	\$42,343	1.16	-261	-0.3%	1,658	754	813	90	0.5%
72	Accommodation and Food Services	15,425	\$18,399	1.08	-1,386	-1.7%	2,612	1,105	1,392	114	0.7%
54	Professional, Scientific, and Technical Services	12,843	\$82,790	1.03	1,512	2.5%	1,298	410	693	195	1.5%
23	Construction	11,283	\$47,617	1.08	396	0.7%	1,156	397	710	48	0.4%
81	Other Services (except Public Administration)	9,251	\$28,739	1.19	1	0.0%	1,108	481	574	52	0.6%
31	Manufacturing	8,613	\$48,673	0.59	-895	-2.0%	824	330	565	-70	-0.8%

Bay Consortium (WDA 13), 2020Q3¹

NAICS	Industry	Empl	Current		5-Year History		Total Demand	1-Year Forecast			Ann % Growth
			Avg Ann Wages	LQ	Empl Change	Ann %		Exits	Transfers	Empl Growth	
52	Finance and Insurance	8,299	\$64,489	1.13	469	1.2%	804	294	481	29	0.4%
56	Administrative and Support and Waste Management and Remediation Services	7,200	\$37,122	0.64	896	2.7%	889	352	480	57	0.8%
48	Transportation and Warehousing	6,463	\$50,950	0.77	1,589	5.8%	730	293	396	41	0.6%
42	Wholesale Trade	4,242	\$53,733	0.62	-369	-1.7%	440	168	277	-5	-0.1%
11	Agriculture, Forestry, Fishing and Hunting	3,033	\$42,746	1.25	-532	-3.2%	302	139	188	-26	-0.8%
71	Arts, Entertainment, and Recreation	2,972	\$27,415	0.97	-534	-3.2%	453	187	231	34	1.2%
53	Real Estate and Rental and Leasing	2,379	\$46,028	0.76	154	1.3%	243	109	131	3	0.1%
55	Management of Companies and Enterprises	1,884	\$91,236	0.69	237	2.7%	180	63	107	10	0.5%
51	Information	1,825	\$48,183	0.52	-327	-3.2%	176	64	112	0	0.0%
22	Utilities	971	\$80,510	1.03	12	0.2%	88	32	56	0	0.0%
99	Unclassified	486	\$42,186	2.66	411	45.3%	58	23	32	3	0.6%
21	Mining, Quarrying, and Oil and Gas Extraction	261	\$48,552	0.37	14	1.1%	29	9	18	2	0.9%
Total - All Industries		177,941	\$49,079	1.00	3,247	0.4%	20,390	8,302	11,114	975	0.5%

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

Historically, a high school diploma was sufficient for a majority of employment opportunities in the region. With a base education obtained in the K-12 system the workforce had the basic knowledge, skills, and ability necessary to work in a variety of occupations. However, as technology has advanced and the key industry sectors in the region have evolved a high school education is becoming insufficient for a majority of jobs, especially higher paying jobs. In 2020, the region had roughly 343,546 people over the age of 25. While roughly 91% had graduated high school (or had a GED), only 62.5% had gone on to

higher education. With driver industries in manufacturing, transportation and warehousing, and finance and insurance, many of those jobs now require more than a high school education. The region will need to increase the percentage of population with technical or associate degrees to meet employer’s needs. For example, many manufacturing jobs are now automated and require specific knowledge of an expensive, highly advanced machine. Between 2020 and 2026, the highest percent growth in employment opportunities will be in occupations that require higher education. Employment opportunities that require at least an associate’s degree are projected to increase 12%. Jobs requiring a professional degree (Ph.D./ MD) are projected to increase 13%and jobs requiring a master’s degree are projected to increase 15%. Jobs requiring a high school diploma or no high school diploma are projected to increase the least, 5%and 6% respectively. While jobs that require a higher education are projected to grow the fastest, jobs requiring a high school education or less will still account for the largest percentage of jobs in the region.

Summary¹

	Percent			Value		
	Bay Consortium (WDA 13)	Virginia	USA	Bay Consortium (WDA 13)	Virginia	USA
Demographics						
Population (ACS)	—	—	—	508,290	8,413,774	322,903,030
Male	49.3%	49.2%	49.2%	250,587	4,138,574	158,984,190
Female	50.7%	50.8%	50.8%	257,703	4,275,200	163,918,840
Median Age ²	—	—	—	40.0	38.1	37.9
Under 18 Years	23.4%	22.2%	22.8%	118,711	1,867,427	73,553,240
18 to 24 Years	9.1%	9.7%	9.6%	46,033	815,995	30,903,719
25 to 34 Years	12.2%	13.9%	13.8%	61,781	1,170,461	44,567,976
35 to 44 Years	12.4%	13.0%	12.6%	62,790	1,096,278	40,763,210
45 to 54 Years	14.2%	13.8%	13.2%	72,419	1,157,090	42,589,573
55 to 64 Years	13.2%	12.8%	12.8%	67,049	1,076,277	41,286,731
65 to 74 Years	9.5%	8.7%	8.8%	48,193	732,740	28,535,419
75 Years, and Over	6.2%	5.9%	6.4%	31,314	497,506	20,703,162
Race: White	69.6%	68.0%	72.7%	353,904	5,722,660	234,904,818
Race: Black or African American	20.4%	19.2%	12.7%	103,749	1,613,285	40,916,113
Race: American Indian and Alaska Native	0.4%	0.3%	0.8%	1,863	22,972	2,699,073
Race: Asian	2.0%	6.3%	5.4%	10,202	531,503	17,574,550
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%	303	5,677	582,718
Race: Some Other Race	3.5%	2.5%	4.9%	17,910	208,464	15,789,961
Race: Two or More Races	4.0%	3.7%	3.2%	20,359	309,213	10,435,797
Hispanic or Latino (of any race)	8.4%	9.2%	17.8%	42,665	771,177	57,517,935

Summary¹

	Percent			Value		
	Bay Consortium (WDA 13)	Virginia	USA	Bay Consortium (WDA 13)	Virginia	USA
	Educational Attainment, Age 25-64					
No High School Diploma	8.4%	9.0%	11.2%	22,304	405,359	18,885,967
High School Graduate	29.0%	23.0%	25.8%	76,543	1,034,503	43,699,272
Some College, No Degree	22.4%	19.7%	21.0%	59,258	887,389	35,525,113
Associate's Degree	8.4%	8.2%	9.1%	22,154	367,830	15,389,737
Bachelor's Degree	19.7%	23.3%	20.8%	52,102	1,047,916	35,261,652
Postgraduate Degree	12.0%	16.8%	12.1%	31,678	757,109	20,445,749

The employment needs of employers identified in the WIOA State Plan are nearly identical to the needs of employers in the Bay Consortium Region. Employers' employment needs include healthcare, manufacturing production, transportation/logistics, education, and IT systems design and programming. Employers have concerns about their inability to find and keep skilled and unskilled workers in the region. The inability to attract and retain a skilled workforce will force businesses to either relocate, or will impede their ability to grow and increase their profits and capacity. While manufacturing growth is limited, the shift in occupations and skills is more toward automation and the programming of sophisticated machines. The common element in the growing employment fields is IT knowledge and application, whether it be medical records, CNC programming, accounting software, or logistical operations.

Specifically, businesses are demanding workers skills in three general areas:

1. Technical Skills
2. Soft Skills
3. Employability Skills

Technical skills include the use of computers, the ability to read blue prints, the proficient knowledge of computer programs like AutoCAD and QuickBooks, and basic math and language skills. These are skills that companies can offer training for and can help employees grow in their careers.

Soft Skills are a different set of skills that are typically taught in K-12. These skills include listening, conflict resolution, and teamwork. The development of social media and other computer technology encourages less physical interaction and more virtual interaction leading to a decrease in these soft skills in younger workers.

Employability Skills are basic skills that include showing up on time, daily attendance, safety, passing a drug test, and discretion. Many regional employers have identified the lack of employable skills and soft skills as the most frustrating skills gap. Employers are willing to invest time and money into employees to teach technical skills, but are less willing if they lack employability or soft skills.

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

Below is the analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region. The current labor force is seeing the highest unemployment rates in the Personal Care and Service Occupations (11.8%), Food Preparation and Serving Related Occupations (11.0%), Arts, Design, Entertainment, Sports, and Media Occupations (7.4%), Farming, Fishing, and Forestry Occupations (7.3%) and the Construction and Extraction Occupations (7.3%).

Bay Consortium (WDA 13), 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	LQ	Current			5-Year History			1-Year Forecast			
					Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support Occupations	20,017	\$38,300	0.88	1,370	4.3%	672	40	0.0%	2,246	962	1,334	-50	-0.2%
41-0000	Sales and Related Occupations	19,112	\$36,600	1.11	1,435	5.9%	1,784	-519	-0.5%	2,725	1,112	1,636	-23	-0.1%
35-0000	Food Preparation and Serving Related Occupations	14,938	\$24,600	1.08	2,147	11.0%	1,147	-1,280	-1.6%	2,785	1,078	1,576	130	0.9%
53-0000	Transportation and Material Moving Occupations	14,058	\$33,400	0.94	1,418	6.7%	901	867	1.3%	1,868	673	1,130	64	0.5%
25-0000	Educational Instruction and Library Occupations	12,339	\$51,600	1.23	650	4.8%	372	-351	-0.6%	1,212	522	612	78	0.6%

Bay Consortium (WDA 13), 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current			5-Year History			1-Year Forecast				
				LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
13-0000	Business and Financial Operations Occupations	11,609	\$77,300	1.17	405	2.7%	402	1,461	2.7%	1,216	327	796	93	0.8%
11-0000	Management Occupations	10,602	\$108,500	0.91	324	2.4%	455	627	1.2%	945	285	605	56	0.5%
29-0000	Healthcare Practitioners and Technical Occupations	9,378	\$76,800	0.90	224	1.9%	1,157	726	1.6%	639	249	296	94	1.0%
47-0000	Construction and Extraction Occupations	8,710	\$42,500	1.05	1,084	7.3%	184	238	0.6%	1,017	287	687	43	0.5%
31-0000	Healthcare Support Occupations	7,467	\$27,300	0.94	386	3.7%	473	432	1.2%	1,165	477	521	168	2.2%
49-0000	Installation, Maintenance, and Repair Occupations	7,120	\$47,000	1.05	478	4.0%	553	162	0.5%	728	224	478	26	0.4%
51-0000	Production Occupations	6,918	\$33,200	0.66	581	5.7%	177	-583	-1.6%	761	277	524	-41	-0.6%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	6,213	\$28,100	1.05	511	6.0%	332	68	0.2%	882	351	481	50	0.8%
15-0000	Computer and Mathematical Occupations	6,183	\$89,500	1.13	204	2.4%	879	734	2.6%	587	109	371	107	1.7%
39-0000	Personal Care and Service Occupations	5,101	\$28,100	1.09	958	11.8%	228	-210	-0.8%	848	353	445	51	1.0%
33-0000	Protective Service Occupations	4,127	\$51,800	1.06	175	2.5%	191	112	0.6%	408	166	233	9	0.2%
21-0000	Community and Social Service Occupations	3,302	\$47,100	1.05	69	2.0%	350	186	1.2%	427	124	247	55	1.7%
17-0000	Architecture and Engineering Occupations	3,177	\$90,600	1.03	118	2.7%	179	516	3.6%	264	77	176	12	0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2,529	\$55,900	0.80	254	7.4%	112	-56	-0.4%	298	104	181	13	0.5%
23-0000	Legal Occupations	1,809	\$88,000	1.20	59	2.4%	12	145	1.7%	144	51	82	11	0.6%
19-0000	Life, Physical, and Social Science Occupations	1,657	\$80,700	1.04	64	3.0%	161	160	2.1%	168	36	122	9	0.6%
45-0000	Farming, Fishing, and Forestry Occupations	1,573	\$31,500	1.33	115	7.3%	13	-229	-2.7%	234	60	186	-12	-0.8%
00-0000	Total - All Occupations	177,941	\$49,800	1.00	13,029	5.3%	10,736	3,247	0.4%	21,599	7,903	12,721	975	0.5%

The educational and skill levels of the workforce in the region are define below. The VCW Bay Consortium region is comprised of 8.4% of the population having no High School Diploma or GED. The largest base of the population 29.4% has achieved a high school diploma, compared to the Virginia average of 23.0% and national average of 25.8%. Some college or no degree makes up 22.4% of the population in the region and while 8.4% have attained an Associate’s degree and 19.7% have attained a

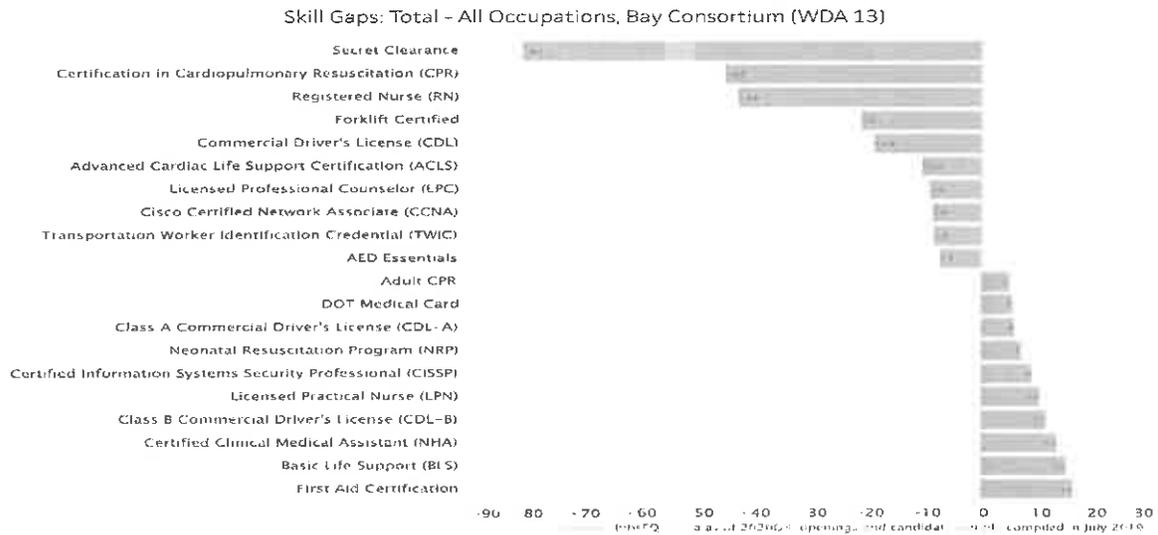
Bachelor’s degree. Post graduate degrees are on par with the national average at 12.0% but behind the Virginia average of 16.8%.

Summary¹

	Percent			Value		
	Bay Consortium (WDA 13)	Virginia	USA	Bay Consortium (WDA 13)	Virginia	USA
Educational Attainment, Age 25-64						
No High School Diploma	8.4%	9.0%	11.2%	22,304	405,359	18,885,967
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Postgraduate Degree	12.0%	16.8%	12.1%	31,678	757,109	20,445,749

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region [WIOA Sec. 108(b)(1)(D)]

The chart below identifies the need for the VCW Bay Consortium region to address the identified education and skill needs of the workforce and the employment needs of employers in the region. The biggest need at the current time is for individuals with credentials in the fields of healthcare, logistics and (IT) information technology.



1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services [WIOA Sec. 108(b)(1)(D)]

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

As we broaden the definition of “barriers to employment”, we find that we do not yet have a complete working definition of barriers. As we work to develop that, we also recognize that the lack of a clearinghouse for data about this population, a population not fully defined or counted, constrains decision making for employers, educators, workforce service providers, and agencies alike. Lacking a data clearinghouse compounds the challenges; an integrated resource team that includes employers to address barriers to employment can’t be formed or utilized until we have a firmer foundation.

Demographic changes also add new challenges to defining barriers to employment; for example, there has been a swell of immigrants who want to work but who don’t have adequate command of English to make gainful employment feasible. There has also been an upsurge in immigrants with technical, four year, and post-baccalaureate degrees who, lacking a command of English and/or lacking access to an affordable credential verifying/validating service find themselves eligible for only low-level employment. Simultaneously, there are constraints caused by insufficient human resources to implement programs (grants often don’t include funding for staffing) and by funding restrictions. These areas present as weaknesses in overcoming education/skill needs and barriers; however, recognition of challenges may be viewed as welcome insight that precedes change.

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

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

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

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

- Local area's strategy for ensuring the availability of comprehensive services for all youth
- How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA
- Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program
- How the required program design elements will be addressed as part of the development of youth service strategies
- Strategies to identify, recruit, and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended
- Policy regarding serving youth who do not meeting income eligibility guidelines, including appropriate referrals
- Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies
- Efforts taken to ensure compliance with applicable child labor and safety regulations
- Pay-for-performance policy as applicable

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

The Bay Consortium Workforce Development Board follows the Procurement guidelines set forth by Richmond County as the Grant Recipient and as detailed in the BCWDB Procurement Manual. All providers of WIOA Youth Program services are competitively procured and required to deliver the fourteen youth program elements.

The VCW Bay Consortium region recognizes that youth need different types of opportunities and supports to achieve success. The VCW Bay Consortium region recognizes that no individual provider is financially equipped to meet every need of every youth and utilizes a workforce development approach

that coordinates with the programs and services available within our service delivery area thereby efficiently and cost effectively providing the youth access to the fourteen elements mandated by WIOA. Once a youth's assessment has been completed and Basic Work Readiness and/or Occupational Goals have been set, his or her Individual Service Strategy is developed. As previously mentioned, this is a living document and changes as youth progress through the program. Program elements (activities/services) that will help the youth meet his or her goals are then identified and steps are taken to ensure that the youth have access to these elements.

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

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;

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

One of the priorities of the WIOA program is to assist youth in successfully completing their secondary education. The VCW Bay Consortium region will continue to target youth who are behind grade level and/or at risk of losing the opportunity to earn a high school diploma due to their failure to pass SOL tests. The WIOA service providers will continue to provide these youth with tutorial, study skills, basic

educational skills and SOL remediation so that they can successfully complete the requirements for graduation.

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

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

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

The VCW Bay Consortium region and the Regional Adult Education programs have been community partners for many years and have been partners in the VA Career Works Centers for the past eight years. The WIOA service providers have provided additional tutoring to Adult Education clients who are

struggling with the GED due to learning disabilities. In addition, when we have clients who do not have a high school diploma and it is deemed that the GED is a more appropriate goal, Adult Education has been a wonderful provider of GED preparation and tutoring.

Clients that have already obtained their secondary credential (standard diploma, IEP diploma, certificate of attendance, or GED) at the time of enrollment must earn a post-secondary credential that will assist them with obtaining employment in an industry that is currently in demand. To meet the needs of a high growth career area of the retail industry, clients have received occupational skills training in Customer Service. This has helped to provide a credential for our older youth in an area that may lead to immediate employment.

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

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

The VCW Bay Consortium region has partnered with many programs over the years to provide alternative services to the youth in our area such as the Individual Student Alternative Education Program (ISAEP). We have provided students enrolled in the GED prep program with mandated career and technical education as well as job placement assistance. At the request of the 27th District Court Service Unit, a WIOA service provider obtained special permission from the Virginia Department of Education to provide GED prep services through an ISAEP program to school-age youth who are not eligible to attend public school (i.e., expelled or refused enrollment due to criminal convictions). This academic offering met an identified gap in our community's educational system.

The VCW Bay Consortium region will continue to collaborate with these alternative schools to assist youth in need of specialized educational services. The VCW Bay Consortium region will continue to assist

dropouts in accessing academic assistance through our own online diploma program as well as other alternative education programs as appropriate to each individual client.

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

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

The VCW Bay Consortium region partners with JobCorps outreach and admissions counselors.

Counselors have mandated several JobCorp potential clients complete our WIOA program prior to being accepted into JobCorps. We have worked closely with these individuals on securing the necessary documentation for enrolling into JobCorps and work with those that do not have their high school diploma or GED in obtaining it prior to leaving for JobCorps. This helps increase their chance of working on learning a vocation that will result in an industry recognized post-secondary credential while in JobCorps.

Each year, WIOA service provider case managers work closely with our partners at Germanna Community College, Rappahannock Community College, Eastern Shore Community College, JobCorps, and the DARS in assisting clients with completing college applications, filling out financial aid paperwork, arranging entrance tests, selecting appropriate classes and when necessary, providing the youth with tuition and textbook assistance. In addition to this assistance, WIOA service providers also support

clients while they are attending classes if they need help with composing an essay, preparing for a test, or doing a project.

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

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

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

For many youth, summer also offers time to pursue more formal learning opportunities. Students with a specialized career interest, such as allied health, journalism and law enforcement, can take learning deeper during summer career enrichment programs. For example, area health care providers and Mary Washington Hospital located in Fredericksburg, Virginia partnered with the WIOA service provider to provide youth with an in-depth look at Nursing and Allied Health occupations. Specific activities

included: career exploration; work readiness skills training; job shadowing; hands-on training activities; service learning; entrepreneurial training; mentoring; development of individualized transition and career plans; post-secondary education/training; job placement; and follow-up.

These opportunities allowed Youth to increase their:

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

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

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

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

It reinforces the WIOA service provider's basic premise that school is a student's job (linking academics to employment). The youth are required to sign a Summer School Contract (similar to an Employment Contract) that outlines the expectations regarding their academic performance, attendance and

behavior. Just as employees are required to follow rules in order to earn a wage, summer school students who follow the rules earn a stipend.

It addresses the dilemma that many disadvantaged students face - they need to earn money during the summer but also need to take summer school classes: Education – verses – Work. The stipend enables them to meet their educational goals AND earn needed money.

Tutoring will be available to students who have trouble in their class(es). Students who follow their School Contract will earn a weekly stipend.

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

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

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

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

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

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

The VCW Bay Consortium region has discovered through the years that our community has virtually no apprenticeships available and companies who do, often have a long waiting list. WIOA service providers work closely with the JobCorps outreach and admissions counselor so that any of our clients who are seeking training in a trade that require apprenticeship are encouraged upon completion of our program to enroll into JobCorps. This will allow them to acquire the skills necessary and receive assistance with obtaining an apprenticeship opportunity while in their program. When the Joint Legislative and Audit

Review Commission released their final report of Virginia's Workforce Development System. Their report states that "Virginia's registered apprenticeship program appears more limited than programs in other states which market their services to job seekers and employers and help promote apprenticeship opportunities. Although federal funds could be used to defray the cost of the program to employers, this practice is currently not in place in Virginia." Despite these limitations, WIOA service providers work to try to find different avenues to assist our client with their personal and professional goals.

5. Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved;

Clients that have already obtained their secondary credential (standard diploma, IEP diploma, certificate of attendance, or GED) at the time of enrollment must earn a post-secondary credential that will assist them with obtaining employment in an industry that is currently in demand. One of the occupations cited in the final report released by the Joint Legislative Audit and Review Commission was sales representatives, which is expected to grow 11% by 2026. To meet the needs of a high growth career area of the retail industry, clients have received occupational skills training in Customer Service. This has helped to provide a credential for our older youth in an area that may lead to immediate employment.

Other occupations that are expected to have high growth by 2026 include licensed practical and vocational nurses and health information technicians. A WIOA service provider is currently in collaboration with Germanna Community College (GCC) to develop a training program for our clients that are interested in a career in healthcare. This training program would be a preparatory course for GCC Certified Nursing Assistant or Personal Care Attendant training programs. The curriculum would provide clients with an introduction into health care careers as well as the rudimentary tenets of the certificate programs including topics such as proper patient handling, confidentiality, vital signs, and

healthcare vocabulary as well as becoming certified in CPR and first aid. Clients would also obtain a CRC certificate because it is required by GCC for all their healthcare programs.

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

Faced with the changing demands of the 21st-century economy, employers require a better-educated workforce. Many employers state that the local applicant pool does not possess the basic skills needed to get the job done. As one goal of the WIOA is to educate and train youth to meet the skill demands in today's society, we will continue to ensure that our workforce-training programs have a strong educational component. WIOA service providers will continue to provide the type of hands-on service delivery that is needed to ensure that the at-risk youth we serve successfully meet their goals and are prepared to meet the job-specific needs of local employers. The VCW Bay Consortium region works closely with area employers to identify their occupational skill needs and to tailor our programs and services to meet these needs.

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

7. Entrepreneurial skills training;

At the core of the entrepreneurial skills training component is instilling in our clients the importance of being willing to take chances and believing in themselves. WIOA service providers use a curriculum designed especially for youth by the United States Small Business Administration called Young

Entrepreneurs. The course is a great introduction for young entrepreneurs. They learn the basics of creating and financing a successful business, evaluating their ideas, selecting the best financing options, and legally registering their business. The course also accesses valuable resources that are necessary for a young entrepreneur. The course is self-paced and has four objectives.

The first objective educates participants on what it means to be an entrepreneur and emphasizes the importance of being innovative, creative, persistent, resilient, flexible, passionate, and self-confident. It also emphasizes the importance of creating a business idea by looking at market trends, knowing what you already enjoy doing, and most importantly determining what you want to achieve as a business owner.

The second objective identifies four business opportunities that are ideal for young entrepreneurs: an online business; a home-based business; a freelance business; and franchise opportunities. It discusses start-up costs, benefits, risk assessment, social impacts, income opportunities, and resources association with each.

The third objective instructs students on the steps involved in starting their business including the business plan; financing options such as bootstrapping, microloans, and crowdfunding; business structures such as sole proprietorship, partnership, and limited liability corporations; and the legalities involved such as registering, permits, licenses, and taxes.

The fourth and final objective of the course explains the importance of having supportive resources in the form of mentors, the community, and the internet that can answer questions, help navigate processes, and act as a sounding board for ideas. This section provides an overview of obtaining access to these resources and maximizing their benefits.

This curriculum is perfect for a youth program because it is free, self-paced, and only takes approximately 45 minutes to complete. It is designed for youth including those with disabilities and can be taught one lesson at a time. This enables staff to address the needs of each client and for each client

to work at a pace that is comfortable for them so they do not feel overwhelmed by the information most of which is foreign and new.

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

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

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

During the development of the Individual Service Strategy, case managers discuss with each client their short and long-term goals regarding employment. Each client is taught how to access various websites that provide labor market information in a variety of formats. It is important clients understand the availability of particular jobs within specific geographical areas, the level of existing competition, and the long-term income potential of each career path. One website that imparts information in an easy-to-

understand format is Virginia Career View, which can be accessed at <http://vacareerview.org>. This website allows clients to search a myriad of occupations and learn about the availability of opportunities for that occupation in their area as well as across the state. It also provides information regarding education, earning potential, work activities, educational/training institutions, and even videos that help clients gain more insight into what is required of a particular occupation. This website also provides various links to other educational and employment resources including the Virginia Education Wizard. Clients are prompted throughout their enrollment in the program to access these resources to obtain information particularly when they are between jobs or want to access information regarding the training opportunities and cost for a particular occupation so they can make an informed decision. For clients who are more uncertain as to a chosen career path, our community business partners have always been supportive and willing to allow our clients to come in for tours and one-on-one job shadows to allow them more insight into an occupation and its industry. When a client finds an occupation they want to explore, case managers contact local businesses to inquire about work experience opportunities. Depending upon the parameters of the work experience, it may be paid or unpaid. Work experiences in which the participating business requires the client to be there on certain days and at certain hours resulting in more than 10 hours per week are typically paid. Work experience where the participating employer is only seeking an individual for one or two days a week and with minimal hours are unpaid. Unpaid experiences provide the client an opportunity to learn more about an area of their expressed interest, and we have found through the years that clients who are sincerely interested in an occupation are intrinsically motivated and willing to spend five to six hours per week without monetary compensation for their time.

9. Supportive services;

Supportive services will continue to be provided to youth as needed to facilitate their full participation in any component of this program. Supportive services may include, but are not limited to, assistance with

transportation; childcare and dependent care; housing; medical services; and uniform and other appropriate work attire and work-related tools.

The VCW Bay Consortium region has many partners with community organizations that can assist youth with their needs and referrals will be made as appropriate. When a client needs housing, we utilize the Central Virginia Housing Authority, Homeless Shelters and local low-income housing complexes. WIOA service providers also have provided workshops presented by apartment complex managers to familiarize our clients with the process involved in renting or leasing. Many of our clients have health issues to include mental illness and are without insurance. We have several contacts in the area to provide assistance in this area. The Community Service Board and various Free Clinics are available. WIOA service providers also work with Community Health Centers.

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

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

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

mentoring from the adult professionals working with them. These professionals are committed to ensuring that the youth have the support they need to achieve their goals:

Employment Specialists spend considerable time with youth while they are in the program and for one year during program follow-up. Weekly contact with the youth during the program ensures that as problems arise, they are handled in a swift and compassionate manner. Weekly, bi-monthly or monthly contact with the youth during follow-up ensures the youth maintains success in his or her post-program activities.

Job Coaches provide intense adult mentoring while a youth is on the job. Staff is trained to ensure that work readiness, job training, and independent living skills are delivered in a manner that best meets the youth's personality and learning style.

Teachers provide daily mentoring to youth in the classroom. They model appropriate strategies to use when dealing with frustration, anger and conflict with others.

Community-based Training (Work Site) Supervisors are role models for youth in work experience programs. These workplace mentors also assist youth in accessing the training and resources they need to reach their career and personal goals.

The WIOA service providers identify a staff person at the occupational skills training and post-secondary education facilities that will be available to provide on-going assistance and support to our youth.

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

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

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

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

Per the Workforce Development Board's Youth Follow-Up Services and Performance Policy follow-up services could include, but are not limited to:

Leadership development and referral to supportive services available in the community;

Regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise;

Assistance in securing better paying jobs, career development and education;

Work-peer support groups;

Adult mentoring; and

Tracking the progress of youth in employment after training.

WIOA service providers will, at a minimum, make at least one personal contact every four weeks for the first nine months and then make two contacts during the remaining three-month period. However, it

has been our experience that some youth require limited follow-up services while others require moderate or intensive follow-up services. The WIOA service provider determines the needs of each youth and then provides the following level of follow-up services as appropriate:

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

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

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

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

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

in need of counseling to the Area Community Services Board (CSB) and assists clients in completing necessary paperwork and setting up initial appointments.

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

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

Self-Assessment: Identifying and understanding their values, interests, skills, and personal goals.

Career Exploration/Research: Identifying and exploring career options. Identify a viable career goal. Identify a career ladder.

Develop a Career Plan: Designing a plan to move from where they are today to where they want to be in the future.

Preparation: Acquiring the additional skills, knowledge and education they need to reach their career goal.

Job Search Strategies: Identifying potential employers and effectively marketing themselves.

Managing Their Career: Learning job retention strategies including how to access additional education, training and experience so that they can move up the career ladder.

Some youth may need other types of counseling to address substance abuse or mental health issues.

The therapeutic counseling needs of our participants will continue to be immediately referred to a professional in their home community.

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

Leadership development opportunities encourage responsibility, employability, and other positive social behaviors. WIOA service providers understand the importance of fusing youth leadership development

with workforce development activities. No employee will be successful if he or she lacks positive social behaviors. Positive social behaviors, also known as “soft skills,” focus on areas such as positive attitudinal development and include self-esteem building, maintaining healthy lifestyles, maintaining positive relationships, contributing to the well-being of one’s community including voting, maintaining a commitment to learning and academic success; avoiding delinquency; postponed and responsible parenting, and positive job attitudes and work skills.

Leadership development opportunities include:

Exposure to post-secondary educational opportunities;

Community and service-learning projects;

Peer-centered activities, including peer mentoring and tutoring;

Organizational and team work training, including team leadership training;

Training in decision-making, including determining priorities; and

Citizenship training, including life skills training such as parenting, work behavior training, and budgeting of resources.

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

14. Financial literacy education.

The VCW Bay Consortium region understands the importance of providing our clients a deeper understanding of money management. Prior to this program year, case managers would have a

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

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

The program includes various assessments that enable staff to make an educational decision as to which level of the curriculum is most appropriate for each client. If the client completes initial assignments with ease, staff can easily move them to another level in the curriculum that challenges them but is not out of their capability. It is important that our clients have a good understanding of money because as a workforce program, the goal is for them to obtain employment and start earning an income. It is imperative they can manage that income responsibly.

WIOA service providers also run credit reports for clients when necessary, arrange credit counseling appointments, and assist with setting up payment arrangements to pay court fees, fines and attorney fees. It is very important that clients leave in a better position than when they were enrolled. By

assisting them with alleviating financial responsibilities that could prevent them from obtaining employment or their license, it removes barriers to a successful transition.

Each participant receiving services from the WIOA Youth Program through the VCW Centers work with program staff to create an Individual Service Strategy (ISS) for their program participation. ISS is a collaboratively built document that details participant's needs for training, education and support services assistance. ISS details the goals for the participant's time in the program and anticipated needs throughout, based on objective assessments completed. ISS plan is updated when any changes occur and reflect the needs of the participant as they meet the needs of the workforce. ISS identifies and documents:

The educational goal(s) of the participant; The employment goal(s) of the participant including non-traditional employment goals, if applicable; Appropriate achievement objectives for the participant; Appropriate services to be delivered and justification for the services to be provided; Any referral(s) to other services/programs and justification for such services needed, but not available in the Bay Consortium's VCW Centers. All services delivered to WIOA Youth are detailed in the ISS, along with justifications and resources needed. All expenditures are tied to the goals in the ISS. WIOA Youth program operators

meet with staff weekly to ensure that all eligible WIOA youth receive access to the 14 program elements.

WIOA service provider's recruitment and outreach efforts will be mainly achieved through participation in the One Stop where many of our community partners have an office. The success in Outreach and Recruitment of past and current programs lies in our established linkages with potential referral sources (i.e. schools, court service unit, the Department for Aging and Rehabilitative Services, and social services, Chambers of Commerce, Rotary Clubs, One Stop Centers, private providers, workforce board and youth council, homeless shelters and local public housing authorities, Job Corps representatives,

local justice and law enforcement officials, counselors, the local mental health, mental retardation and substance abuse agencies, apprenticeship programs, Virginia Community Colleges, other community- and faith-based organizations, and employers).

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

Improve the recruitment and referral of hard-to-serve youth, including referrals of youth who do not meet youth eligibility requirements, to our One-Stop partners,

Promote the efficient delivery of local youth services, and

Serve as a vehicle to exchange information regarding youth needs and current services available.

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

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

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

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

The Bay Consortium Workforce Development Board maintains an active count that not more than 5% of participants assisted under the youth program in the BCWDA may be individuals who do not meet the low-income criteria to be considered eligible youth. Youth referrals predominantly meet WIOA Youth income eligibility guidelines. For youth who do not meet WIOA Youth eligibility guidelines, staff refer these individuals to other relevant programs within the Virginia Career Works Centers.

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

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

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

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

WIOA mandates that delivery of services be accomplished through the consolidation of federally-funded workforce programs by the establishment of One-Stop Centers. These centers are designed to provide a seamless delivery of services through the collective effort of a multiple of human-services partner agencies. Local workforce Development boards in collaboration with local elected officials govern the system.

All Youth Work Experience Agreements are reviewed annually to ensure that required federal, state, and local regulation language are included. This includes all applicable child labor and safety regulations.

The Bay Consortium Workforce Development Board oversees workforce training and preparation in Virginia's VCW Bay Consortium region, which includes the counties of Accomack, Caroline, Essex, King and Queen, King George, King William, Lancaster, Mathews, Middlesex, Northampton, Northumberland, Richmond, Spotsylvania, Stafford, and Westmoreland, plus the City of Fredericksburg, a total of 3,627 square miles.

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

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

Pay-for-performance is not applicable in the Bay Consortium Workforce Development Area.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- Access to and delivery of career services (basic, individualized, and follow-up)
- The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals
- The area's definition of hard-to-serve populations with additional barriers to employment

Under WIOA Title I, "adults" are individuals age 18 and over "dislocated workers" include those who

have been laid off or have received notice of termination from employment, are self-employed but unemployed due to general economic conditions, are the spouse of a member of the Armed Forces on active duty who is unemployed due to relocation for permanent duty reassignment, or are displaced homemakers. The adult funding stream includes a priority of service for public assistance recipients and other low-income individuals, as well as individuals who are basic skills deficient, for receipt of career and training services. Also, veterans are a priority population as a result of the Jobs for Veterans Act of 2002.

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

may also provide supportive services and needs-related payments to assist individuals participating in career and training services.

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

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

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

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

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

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is

an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Training Services are available to pay job-training costs associated with WIOA-approved training programs. WIOA funds can and should be coordinated with other resources, such as Trade Adjustment Assistance (TAA), federal Pell Grants and partner funds. Training is made available to individuals after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed.

The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals can be found at [Bay-Consortium-WDB-15-01-Self-Sufficiency-Policy](#).

The area's definition of hard-to-serve and priority of service for populations with additional barriers to employment can be found on the [Bay-Consortium-WDB-02-02-Priority-of-Service-Policy](#).

Section 2: Strategic Vision and Goals

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here: <https://www.dol.gov/agencies/eta/performance/performance-indicators>) to support regional economic growth and economic self-sufficiency [WIOA Sec. 108(b)(1)(E)]

The Workforce Board in the VCW Bay Consortium region is committed to preparing an educated and skilled workforce, as articulated in the Board's vision: to 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.

The Bay Consortium Workforce Development Board's mission is 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.

Our strategic priorities over the next 18 months are to:

Coalesce regionally to align workforce development with economic development efforts in each subregion.

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.

These priorities are supported by the following 3 strategic goals:

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

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

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

These goals relate to the performance accountability measures based on primary indicators of performance in the following manner:

Entered Employment at the 2nd and 4th quarters. The strategies we have identified to carry out our goals include developing and promoting career pathways in the Workforce Board's targeted industries.

This strategy includes providing the support individuals need to stay engaged in participating in services.

We conducted focus groups with businesses as part of our strategic planning process. Retaining workers

was a key challenge they identified. In those conversations, employers were open to exploring the

paradigm shifts that are taking place about how people work and the future of the workplace. These

issues impact retention with younger workers. Educating employers about these shifts is another key

strategy found within our strategic goal 2. Implementation of these strategies are designed to ensure

that individuals will still be working at the 2nd and 4th quarter after they exit our program.

Median Earnings. One of strategic priorities is to develop and promote career pathways as a framework for moving individuals to sustainable wages. One of our key strategies is to 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. One of the issues raised by businesses was keeping wages competitive to attract a qualified workforce. The businesses we interviewed understand that wages impact retention, which they identified as a key challenge. Placing individuals in jobs that are on a pathway and working with employers on competitive wages are all designed to increase earnings of jobseekers.

Credential Attainment. Within the strategic priority to develop career pathways and with the strategy to develop and promote career pathways in targeted industries, in conjunction with the Business Solutions Team's work with employers in the Bay Consortium Workforce Development Board's targeted industries (see below), we will continuously identify the industry recognized credentials required. One of the outcomes we will track for this goal is whether we increase the number of businesses that report that the workforce system consistently supplies the talent they need.

Measurable Skill Gains. Within the Bay Consortium Workforce Development Board's strategic goal 3, a key strategy is to 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. These programs will be designed to focus not only on technical skills, but also to develop essential workplace skills (e.g., soft skills) aligned to what the region's employers told us about the 'skills gap'. In our interviews, all the employers described essential skills that new workers are lacking. With intensive service delivery focused on these skills across multiple partners, and with integration of these skills in academic and technical curriculum, this goal supports skill gains among participants.

Effectiveness in Serving Employers. As mentioned above, we conducted focus groups with employers as part of our environment scan for developing the strategic plan. Our efforts in strategic goal 3, to sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings

in existing companies, are all focused on helping employers meet their current and future workforce needs.

Our Business Solutions Team will continue to work on establishing and sustaining relationships with employers through convening groups of employers in the Bay Consortium Workforce Development Board's targeted industries.

2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: <https://viriniacareerworks.com>).

The Combined State Plan will be posted in fall 2020.

The Combined Plan identifies Governor Ralph Northam's vision for the delivery of workforce

development services: *During the life of this plan, we will improve economic opportunity for all Virginians by serving those who are not yet earning a sustainable wage and, as important, by focusing the resources and mechanisms of our workforce system to recruit people into the workforce and connecting them to businesses in high demand industries.* The plan states that Governor Northam embraces five strategic goals for the workforce system. These goals are:

- Help individuals gain access to jobs that pay **family-sustaining wages** and provide opportunities for **career progression** by providing equitable and universal service delivery.
- Increase business engagement and deliver value to business customers by **filling jobs in high-demand occupations** that are strategic to Virginia's economy and strengthen Virginia's regions.
- Develop a qualified and desirable workforce with the **skills, competencies, and credentials** that meets the current and anticipated business needs of Virginia.
- Strengthen outreach and **recruitment efforts to promote workforce services** and stimulate career awareness.
- Reduce workforce system barriers through **collaborative integration and innovative solutions**.

The Bay Consortium Workforce Development Board’s strategic priorities, goals and strategies are aligned as noted below, and highlighted above.

In our strategic planning process, through our environmental scan and SWOT analysis, we identified that creating, supporting and training a talent pipeline; making the area attractive to live and work, especially for professionals; finding new ways to think about career pathways; addressing shifting demographics, including the outmigration pattern happening in some sub-areas of the region with people leaving permanently; and retaining and retraining workers losing jobs for other fields were key strategic workforce challenges for the region. Our three strategic priorities are focused on these issues. We plan to be a leader in convening economic development, public and private agencies, and businesses to develop an approach designed to make a collective impact on these challenges. Collective impact is an intentional way of working together and sharing information for the purpose of solving a complex problem. We believe that this approach is more likely to solve these complex problems than any one agency or entity approaching these issues alone. This work is aligned to each of the Governor’s goals. One of the Bay Consortium Workforce Development Board’s key strategies within strategic Goal 2 is to design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities. Our focus on underemployed and underrepresented populations aligns with Goal 1, Goal 2, and Goal 4 in the Combined Plan. The table below shows the alignment.

Strategic Goals in the Combined Plan	Bay WDB’s Strategic Priorities (SP) and Goals (SG)
<p>1. Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery.</p>	<p>(SP) Develop and promote career pathways as a framework for moving individuals to sustainable wages.</p> <p>(SG2) Create, Support and Sustain a Talent Pipeline for the Bay WDB’s Targeted Industries.</p> <p>(SG3) Sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings in existing companies.</p>

<p>2. Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia’s economy and strengthen Virginia’s regions.</p>	<p>(SP) Coalesce regionally to align workforce development with economic development efforts in each subregion. (SP) Develop and deliver services to individuals to expand the talent pipeline of youth and adults.</p> <p>(SG2) Create, Support and Sustain a Talent Pipeline for the Bay WDB’s Targeted Industries. (SG3) Sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings in existing companies.</p>
<p>3. Develop a qualified and desirable workforce with the skills, competencies, and credentials that meets the current and anticipated business needs of Virginia.</p>	<p>(SP) Develop and promote career pathways as a framework for moving individuals to sustainable wages. (SP) Coalesce regionally to align workforce development with economic development efforts in each subregion.</p> <p>(SG2) Create, Support and Sustain a Talent Pipeline for the Bay WDB’s Targeted Industries.</p>
<p>4. Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.</p>	<p>(SP) Develop and deliver services to individuals to expand the talent pipeline of youth and adults.</p> <p>(SG2) Create, Support and Sustain a Talent Pipeline for the Bay WDB’s Targeted Industries.</p>
<p>5. Reduce workforce system barriers through collaborative integration and innovative solutions.</p>	<p>(SP) Coalesce regionally to align workforce development with economic development efforts in each subregion.</p> <p>(SG1) Tailor programs to the geographic diversity of the region to meet workforce needs. (SG3) Sustain efforts to regularly forecast the talent needs of companies coming to the area and forthcoming openings in existing companies.</p>

2.3 Describe how the local board’s vision and goals align with and/or supports the vision of the Virginia Board of Workforce Development (VBWD) (found here: <https://virginiacareerworks.com>).

The VBWD approved their 2020-2023 Strategic Plan in September 2020.

The vision of the VBWD is that every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.

As stated above, the Bay Consortium Workforce Development Board’s vision is to ensure that Local Workforce Development Area (LWDA) 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.

Our goals are focused on identifying, recruiting, supporting, and providing services to sustain a talent pipeline for the Bay Consortium Workforce Development Board's targeted industries and to focus on efforts to forecast talent needs to support employers in the short and long term. Through these goals we will align training and needed supports to help jobseekers. We are committed to design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities. Our goals are designed to build awareness of the workforce system's services available to job seekers and businesses, to create and sustain a talent pipeline for the short and long term, and to build the essential skills individuals need to enter and succeed in the workplace. These efforts are designed to provide businesses with access to a highly skilled workforce, specifically in high demand industries and occupations that provide individuals an opportunity to move along a career pathway and to obtain family sustaining wages.

2.4 Taking into account the analyses described in 1.1 through 2.3, describe a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local areas to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

The Bay Consortium Workforce Development Board's vision is to 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.

To meet this vision, we have set goals which are focused on identifying, recruiting, supporting, and providing services to sustain a talent pipeline for the Bay Consortium Workforce Development Board's targeted industries and to focus on efforts to forecast talent needs to support employers in the short and long term. Through these goals we will align training and needed supports to help jobseekers. We are committed to design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities. Our goals are

designed to build awareness of the workforce system's services available to job seekers and businesses, to create and sustain a talent pipeline for the short and long term, and to build the essential skills individuals need to enter and succeed in the workplace. These efforts are designed to provide businesses with access to a highly skilled workforce, specifically in high demand industries and occupations that provide individuals an opportunity to move along a career pathway and to obtain family sustaining wages. Our strategic plan is designed to support sector strategies aligned with our economic development partners, career pathways development, and career readiness skills development.

Each strategic goal identified in our strategic plan has a set of identified key strategies. Our approach to working with our partners to align resources to carry out these strategies is to work through our team-based infrastructure, which includes the Business Solutions Team, where all partners are represented and our Partner Team, which includes all the leaders of our MOU partners. Each of these teams will work on implementation of specified strategies. Teams will be assigned specific strategies when our Action Plan is completed in early May. Each of these strategies will require investigation by the partners on how to align resources to ensure effective implementation across the workforce system.

Example strategies found in our plan that will be implemented through these teams include:

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.
2. Examine current targeted industry sectors within the context of those identified by GoVA for alignment.
3. Work with a collection of businesses within the Bay Consortium Workforce Development Board's targeted industries to identify sustainable jobs that need an ongoing pipeline of qualified talent and jointly develop recruitment and training solutions.

4. Design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities.
5. Develop and promote career pathways in targeted industries.
6. 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.
7. 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.
8. 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.
9. Create a campaign that markets the new training opportunities.

2.5 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:

- Regional vision for workforce development
- Protocols for planning workforce strategies that anticipate industry needs
- Needs of incumbent and underemployed workers in the region
- Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
- Setting of standards and metrics for operational delivery
- Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system
- Generation of new sources of funding to support workforce development in the region

Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

The vision of the VBWD is that every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.

As stated above, the Bay Consortium Workforce Development Board's vision is to 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.

Our goals are focused on identifying, recruiting, supporting, and providing services to sustain a talent pipeline for the Bay Consortium Workforce Development Board's targeted industries and to focus on efforts to forecast talent needs to support employers in the short and long term. Through these goals we will align training and needed supports to help jobseekers. We are committed to design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities. Our goals are designed to build awareness of the workforce system's services available to job seekers and businesses, to create and sustain a talent pipeline for the short and long term, and to build the essential skills individuals need to enter and succeed in the workplace. These efforts are designed to provide businesses with access to a highly skilled workforce, specifically in high demand industries and occupations that provide individuals an opportunity to move along a career pathway and to obtain family sustaining wages.

Our strategic plan is designed to support sector strategies aligned with our economic development partners, career pathways development, and career readiness skills development. The development of our plan was fueled by the question, *what are the strategic challenges that the workforce system is likely to face over the next eighteen months and how will these challenges impact the opportunities people and businesses have for a high quality of life in our region?* Many strategic challenges were identified through our environmental scan. The most prevalent were:

- The challenge that the region's geographic diversity brings, requiring different strategies for

each subarea that are under one umbrella to coalesce into a regional approach.

- Underemployment and how to envision 'promising jobs' to skill up a critical mass to become attractive to bringing business to the region.
- The challenge of creating, supporting, and training a talent pipeline in a sustainable way.

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. The strategic plan is a broad road map and there is still much to be determined relative to implementation. The document is the framework to continue our 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.

With the shifting environment due to the pandemic of 2020, the board decided that developing a strategy for the next 3-years would not maintain relevancy. Instead, the Bay Consortium Workforce Development Board's plan has a time horizon of eighteen months, through June of 2022. It is the product of intensive discussions by the Strategic Planning Committee members and feedback from a variety of stakeholders and staff.

One of our key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission. Within this context we describe below how our goals and strategies initially address the initiatives.

1. Regional vision for workforce development

As identified in other parts of this section, our vision is *to 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.* Our region is made up of subregions with differing needs. However, we have all agreed that this is a collective vision for the entire region.

2. Protocols for planning workforce strategies that anticipate industry needs

Several strategies in our strategic plan address engaging businesses to be able to anticipate their needs, including:

- 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.
- 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.
- 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.

Our Business Solutions Team has developed and implemented methods and protocols to anticipate industry needs. These include regular meetings with businesses, beginning to meet collectively with business having similar needs within our targeted industries, and regularly scheduled targeted recruitments based on feedback from businesses on what they need.

3. Needs of incumbent and underemployed workers in the region

As noted in multiple sections of this document, a key strategy within our strategic goal 2 is to *design methods to reach out to underserved and underemployed¹ populations and to individuals in sectors with job losses to promote new training and job opportunities to expand the talent pipeline of youth and adults*. We have relied on the data contained in the ALICE Report produced by the United Way to develop an understanding of those who are underemployed and underrepresented in the labor market in our region and their needs. One of the outcomes for this goal is to increase the number of individuals

¹ 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'.

obtaining jobs within the targeted industries. To accomplish this, one of our tactical actions will include connecting individuals to training and support services that is responsive to their diverse experience and needs.

Implementation of this key strategy and to obtain our outcome requires working with all partners and aligning resources to address issues such as childcare, transportation, mental health services, health services, and opportunities for exposure (particularly youth) to different life and work experiences.

4. Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships

Further evidence of the desire business has for work-based learning is the embrace given to the On-the-Job-Training (OJT) initiatives and opportunities created by Registered Apprenticeship (RA) programs.

Both OJT and RA's can be targeted at industry sectors that have a strong current demand for workforce and a forecast for continued growth along with wage opportunities that lead to middle class employment. One role of the newly created Business Solutions Team will be to pursue grant funding for OJT and RA training. Using OJT and RA requires the collaborative engagement of our community college partners, our One Stop Comprehensive Centers, and regional businesses. The alliances are ready to act once funding is secured.

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

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

ratio)

Instructor or Master qualifications

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

5. Setting of standards and metrics for operational delivery

The Bay Consortium Workforce Development Board's strategic plan has outcome measures for each of the 3 goals. The board plans to engage in the development of an Action Plan, to be completed by June 2021. That plan will finalize the measures found in our plan and develop the metrics for operational service delivery to support the outcomes of the strategy. The strategic plan measures have been identified. Metrics, represented by an X where appropriate, are still in development.

- GoVa Planning Grant submitted, and implementation grant awarded.
- 2 industry sector groups within the Bay Consortium Workforce Development Board's targeted industries have been convened and strategies to increase the talent pipeline are underway within 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%.
- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.

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

6. Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system

One of our key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission. Discussions in the Partner Team will begin to examine what resources are required to support the strategies in the plan and how to align them using tools such as the Infrastructure Sharing Agreement (IFA) and resource development strategies (see below).

7. Generation of new sources of funding to support workforce development in the region

One key strategy in our plan that explicitly addresses the need to develop new sources of funding is to *take the lead in developing the process to submit a GoVA planning grant that then may lead to an implementation grant*. The Bay Consortium Workforce Development Board is a private not for profit. Our designation as a 501c3 was intentional, positioning us to raise funds from foundations and corporations. Those funding entities are not likely to provide funding to government entities.

We will address resource development as part of our action plan. Some of the strategies we identify may include:

- Joint proposal submissions with partner agencies for foundation and corporate funding, with Bay Consortium Workforce Development Board serving as the fiscal agent for a collaborative initiative.
- Enhancing social media fundraising strategies.

Section 3: Local Area Partnerships and Investment Strategies

Please try to answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Provide a description of the workforce development system in the local area that identifies:

- The programs that are included in that system
- How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- How the local board coordinates and interacts with Chief Elected Officials (CEO)

[WIOA Sec. 108(b)(2)]

The VCW Bay Consortium region offers a wide variety of integrated resources and programs that provide conveniently accessed quality services to our customers. The region is home to one high-performing comprehensive VCW Center, as well as three affiliate VCW Centers all of which reside within their local sub-area planning district jurisdiction's.

All Centers have partner agencies and their programs and services co-located as required by WIOA. In some cases, partners have a virtual presence wherein their physical operations are within five miles of a Center and are accessible by public transportation and the internet. In these cases, virtual partners will hold regularly scheduled meetings and events at the VCW Centers.

The VCW Centers and partner agencies comply with WIOA sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. These Centers, in partnership with the Virginia Department for Aging and Rehabilitative Services, have increased opportunities for persons with disabilities (PWD) to obtain training, employment, vocational rehabilitation, and other support services.

DARS staff, along with the Bay Consortium Workforce Development Board ADA Compliance staff work with the VCW Centers to ensure that physical space and programing comply with federal, state, and local laws. When a PWD requests an accommodation to access all Center programs, partner staff work

to secure the resource. If the resource cannot be secured internally, the Center will procure the resource from an approved third-party vendor.

The Centers are intended to serve, but are not limited to, residents and businesses located in the VCW Bay Consortium region. The VCW Bay Consortium region system partners include:

Program	Partner Organization	Authorization/Category
VA Career Works One Stop Operator	Rappahannock Goodwill Industries	WIOA Title I Program
(Comprehensive) WIOA Adult, Dislocated Worker Programs	Rappahannock Goodwill Industries	WIOA Title I Program
(Affiliate) WIOA Adult, Dislocated Worker Programs	Rappahannock Community College	WIOA Title I Program
(Affiliate) WIOA Adult, Dislocated Worker Programs	Eastern Shore Community College	WIOA Title I Program
(Comprehensive) WIOA Youth Program	The SkillSource Group	WIOA Title I Program
(Affiliate) WIOA Youth Program	Rappahannock Community College	WIOA Title I Program
(Affiliate) WIOA Youth Program	Eastern Shore Community College	WIOA Title I Program
Wagner-Peyser Employment Services	Virginia Employment Commission	Employment Services program, authorized under Wagner-Peyser Act, as amended by WIOA Title III providing the state's labor exchange
Adult Education & Literacy	Department of Education; Local Adult Education Agencies	WIOA Title II Program
Virginia Department for Aging & Rehabilitative Services, Virginia Department for the Blind & Vision Impaired	Virginia Department for Aging & Rehabilitative Services, Virginia Department for the Blind & Vision Impaired	WIOA Title IV Program
(Comprehensive) Title V of the Older Americans Act of 1965	Rappahannock Agency on Aging	Title V of the Older Americans Act of 1965
(Affiliate) Title V of the Older Americans Act of 1965	Bay Aging	Title V of the Older Americans Act of 1965

(Affiliate) Title V of the Older Americans Act of 1965 Job Corps	Eastern Shore Area Agency on Aging/ Eastern Shore Community Action Agency Job Corps	Title V of the Older Americans Act of 1965 Job Corps, WIOA Title I Program, Subtitle C
Carl D. Perkins Career & Technical Education Act of 2017	Department of Education	Postsecondary Career and Technical Education (CTE) programs under Carl D. Perkins Act of 2006
Trade Adjustment Assistance	Virginia Employment Commission	Authorized under Chapter 2 of Title II of the Trade Act of 1974
Veterans Employment & Training	Virginia Employment Commission	Veterans Transition Assistance Program and Virginia Values Veterans Employment & Training
Community Services Block Grant	Department of Health and Human Services/Social Services	Activities carried out under Community Services Block Grant Act (CSBG) 42 USC 9901 et seq.
Migrant Farm Worker Programs	Virginia Employment Commission	National Farmworker Jobs Program (NFJP) WIOA Section 167
Unemployment Compensation	Virginia Employment Commission	Federal Unemployment Tax Act Unemployment Insurance (UI) programs under state unemployment compensation laws
Commission of Native American Affairs	Commission of Native American Affairs	Indian and Native American Programs (INA) WIOA Section 166, 29 USC 3221

In January 2019, the local elected officials of the VCW Bay Consortium region agreed to continue their 30+year partnership by renewing their Workforce Development Consortium Agreement. This Agreement delineates the workforce responsibilities of the Chief Elected Officials and the local workforce development board serving VCW Bay Consortium region. In summary, the Consortium of Chief Elected Officials is required to:

- In collaboration with the local workforce board, establish the local vision, select the One- Stop Operator, and oversee WIOA activities and funding;

- Appoint the local workforce development board, identify key roles and responsibilities of all parties, including the operation and function of the Board, and provisions regarding conflict of interest, and approve the budget;
- Negotiate and reach agreement on local performance measures with the Commonwealth of Virginia;
- Conduct oversight of all WIOA Title I programs.

The Workforce Board must develop a Local Plan every four years, coordinate and conduct oversight of the local one-stop delivery system, and provide oversight of the WIOA Title I activities in partnership with the Consortium. A One-Stop Operator is competitively procured annually to coordinate the service delivery of the region's workforce system partners at the four VCW Centers. The One-Stop Operator reports to the workforce board quarterly.

The One-Stop Operator has responsibility for organizing and delivering access to all required customer services through coordinated solutions as part of a fully integrated, partner-based, partner-led VCW system as follows:

- Maintain effective working relationships with all system partners and career services provider leadership across the region;
- Coordinate exclusively with system partner and career services provider leadership for the management of service delivery of operations and service providers across the entire Bay Consortium Region, as described in the workforce system partners' Memorandum of Understanding;
- Facilitate the VCW Center Certification Process in accordance with US Department of Labor and Virginia Community College Systems requirements

Finally, a rotation of the leadership of Adult Basic Education and Career and Technical Education either serve on or attend the meetings of the Bay Consortium Workforce Development Board. The Board's

Executive Director is an appointed member of the town of West Point Career Technical Education Advisory Committee. This additional volunteer role further solidifies the regional workforce collaboration.

3.2 Describe strategies and services that will be used in the local area to:

- Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs
- Support a local workforce development system that meets the needs of businesses in the local area
- Better coordinate workforce development programs and economic development
- Strengthen linkages between the one-stop delivery system and unemployment insurance programs

These strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.

The local board generally services as the “regional convener” and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No.13-01 Business Service Requirements for Local Workforce Investment Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers, and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer’s outcomes and satisfaction with the workforce system through Business Services Teams.

[WIOA Sec. 108(b)(4), Code of Virginia 2.2. Chapter 24 Section 2.2-2472.1]

In the VCW Bay Consortium region, most of the system partners employ their own business services staff (ex. VEC, DARS, ABE, WIOA Service Providers and CBO’s). The composition of these staff members make up the local Business Solutions Team and communicate regularly with each other, in-person and virtually, for the benefit of the region’s businesses and job seekers. To support continuous improvement for how these staff members support the region on behalf of their agencies, the Business Solutions Team from VCW Bay Consortium region convene monthly by both physical or virtual meetings with the relevant system partner staff to provide a formal setting to communicate information about upcoming hiring events and needs, to learn about the latest labor market data, to share promising practices,

participate in staff development training, and to hear from employers directly about their specific talent needs (ex. skill needs, incumbent worker training, customized training, etc.). All staff take this information and disseminate it through their agencies.

Furthermore, these inter-agency collaborations are also facilitated through quarterly One-Stop Committee meetings. Meeting agendas usually cover:

- Unifying the region's workforce system partners under a common agenda and shared outcomes;
- Making relevant labor market information accessible and actionable;
- Supporting professional development for workforce system staff;
- Disseminating (quarterly) a list of high-demand occupations that support target sectors in the Bay Consortium region;
- Delivering career pathway tools that are aligned with priority occupations that are specific to the Bay Consortium region;
- Seeking opportunities for improving the referral process between workforce system partners;
- Seeking opportunities for continuous improvement process;
- Identifying additional funding needs that the VCW Bay Consortium region can support through participating in grant competitions.

Additionally, the partners provide the system's business services staff with virtual tools, like JobsEQ, an online real-time labor market analysis tool, and Community Profiles, to assist in their efforts to recruit employer prospects and support their recruitment activities.

Today, businesses recognize people with disabilities as a workforce that works. The Department for Aging and Rehabilitative Services (DARS) provides employers the tools and resources they need to successfully employ and support people with disabilities in the workplace. At little or no cost, employers can benefit from the following DARS services:

- **Staffing and Recruitment** DRS' dedicated employment counselors can find qualified job

applicants who meet your specific job requirements.

- **Workplace Accommodations** Develop or revise job descriptions, identify reasonable accommodations for prospective or existing employees with disabilities or improve workplace accessibility.
- **Job Retention/Return to Work Services** In cases of disability due to illness or non-occupational injury, DARS can help reduce turnover and training costs by providing solutions that keep valuable skills and expertise in your workplace.
- **Disability Awareness Training** Create a positive work environment within your company. Request for staff to learn about disability etiquette, “people first” language and adopt best practices for hiring, accommodating and communicating with workers and customers with disabilities.
- **Access to Resources** DARS connects businesses with community resources and networks that support diversity and workforce needs. Financial Incentives and Training Programs Hiring and/or accommodating persons with disabilities can provide you with tax and reimbursement benefits.

Finally, should a business contact the Bay Consortium Workforce Development Board, their contact information will be referred to the relevant system partner.

The Virginia Employment Commission Unemployment Insurance and Wagner-Peyser service delivery system is intended to provide universal access, through self-service or with staff assistance, to an integrated array of labor exchange (job matching) services. This allows employers, workers and job seekers to obtain the services they need, when they need them, and in the manner in which they prefer (for example, in person, online, or by phone).

Workforce Service (WS) focuses on providing a variety of employment-related services, including:

- Job search assistance, job referral, and placement assistance for job seekers
- Reemployment services for unemployment insurance claimants

- Recruitment services for employers with job openings

Depending on the needs of the labor market, other services also may be available, such as:

- Assessment of skill levels, abilities, and aptitudes
- Career guidance
- Job search workshops
- Referral to training

Employer services include:

- Referral of job seekers to available job openings
- Assistance in the development of job posting requirements
- Matching job seekers with job requirements, skills, and other attributes
- Assisting employers with special recruitment needs
- Arranging job fairs
- Assisting employers with analyzing hard-to-fill jobs
- Assisting with job restructuring
- Helping employers with layoffs

In addition to universal access for employers and job seekers, WS provides specialized service to:

- Veterans
- Individuals with disabilities
- Migrant and seasonal farmworkers
- Ex-offenders
- Youth
- Older workers

The core principles of the WS program are to:

- Assist employers in filling jobs by recruiting, screening, and referring qualified job seekers who meet job requirements.
- Assist job seekers in finding employment for which they are qualified, in order to provide them long-term employment stability and earnings potential.
- Facilitate job matching between employers and job seekers.
- Participate in clearing labor between states, including using a standardized classification system.
- Ensure that unemployment insurance claimants meet the work test requirement by registering in the Virginia Workforce Connection.
- Provide information regarding labor market conditions.
- Address, or assist in addressing, labor issues regarding state and federal laws.

3.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

The VCW Bay Consortium region has a strong history of collaboration with each jurisdiction's economic development agencies. Leadership from economic development agencies are members of the Bay Consortium Workforce Development Board and Chief Local Elected Officials Board and VCW Center staff collaborate with economic development staff regularly. When the opportunity arises, business development representatives from the economic development agencies refer their clients to the VCW Center Business Solutions Team to receive talent development support. The VCW staff and partners, in turn, work through their staff to deliver business services ranging from customized hiring events to job referral services. The Virginia Employment Commission oversees the promotion of entrepreneurial skills training monthly and we partner with The University of Mary Washington Small Business Development office on microenterprise services as well as the local Chambers of Commerce.

3.4 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The Bay Consortium Workforce Development Board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services through the comprehensive center (VCW Fredericksburg Center) and affiliate centers located throughout the region by providing access to physical services, as well as, virtual services through the core WIOA programs – including Title II – and other required partners. In addition, the VCW Bay Consortium region has established a Memorandum of Understanding with each One-Stop partner. This is accomplished by providing opportunities for adult educators to collaborate with workforce system partners to establish effective referral, co-enrollment, and handoff processes for participants who need both Title I workforce and Title II adult education services.

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

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

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

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

Specifically, adult education programs may offer the following services:

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

The adult education program providers collaborate with the Workforce Development Board and One Stop partners for guidance to enhance service to adults in the workforce, or striving to enter the workforce.

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

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

The Executive Director of the Bay Consortium Workforce Development Board sits on the Career Technical Advisory Committee for the town of West Point. The Principal of Rappahannock High School (Richmond County, WIOA Grant Recipient) also sits on the Bay Consortium Workforce Development Board Youth Council.

3.5 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

The VCW Bay Consortium region collaborates with three local community colleges within the workforce area, they are Germanna Community College (GCC), Rappahannock Community College (RCC), and Eastern Shore Community College (ESCC).

- GCC previously partnered with the Bay Consortium Workforce Development Board and the local board on the Job Driven Nation Emergency Grant. Eligibility was determined by the VEC and career coaching and training is provided by GCC. GCC is also represented on the local board.
- RCC is the provider of WIOA Adult, Dislocated Worker and Youth services in the Northern Neck and Middle Peninsula sub-areas. They have also done multiple cohorts of incumbent worker training in the field of millwrights and maintenance, with a local paper and lumber companies. Rappahannock community College is also represented on the local board and youth council.
- ESCC is the sole provider of WIOA Adult, Dislocated Worker and Youth services in their sub-area. They have also done incumbent worker training in the field of healthcare. ESCC is represented on the local board and youth council.

- The Executive Director of the Bay Consortium Workforce Development Board sits on the Business Management Advisory Committee for RCC.

3.6 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

Supportive services such as transportation, childcare, dependent care, and housing can enable individuals to participate in activities authorized under WIOA Title I. Supportive services are usually provided through a voucher system (e.g., transportation or food) or payments made directly to vendors (i.e., clothes, rent, or utilities) in the Bay Consortium region. Staff responsible for approving supportive services adhere to the guidance and procedures set forth in the local Bay Consortium Workforce Development Board Supportive Service policy. It is the Bay Consortium Workforce Development Board policy that WIOA funds should only be used for supportive services after all other funding options have been exhausted.

Administered through the Centers' staff, supportive services receive approval from a WIOA program supervisor and are reviewed before customer use. Provision of supportive services is contingent upon funding availability and the customer's satisfactory performance and adherence to program requirements while participating in and completing WIOA career service or training activities.

WIOA staff must comply with policies for procuring goods/services. All supportive services must be purchased from an authorized vendor. After service completion and invoice receipt, the WIOA providers directly pay the vendors. For direct reimbursement, clients must submit detailed receipts.

WIOA staff must seek services from other community resources as appropriate, prior to authorizing supportive services using WIOA Title I funds. Staff make referrals and follow-up with agencies or resources for assistance, and they document any positive referrals or denials from service providers in customers' case files.

As mentioned previously, supportive services are available to WIOA customers and range from childcare, transportation, dependent care, housing, to assistance with uniforms and other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye wear.

Supportive services are available to WIOA customers while they are participating in and completing individualized career services or training activities.

3.7 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

Inter-agency collaborations between all WIOA Titles, including Title III/Wagner-Peyser are facilitated during quarterly One-Stop Committee meetings. These meetings are used to: Unifying the region's workforce system partners under a common agenda and shared outcomes; Making relevant labor market information accessible and actionable; Supporting professional development for workforce system staff; Disseminating (quarterly) a list of high-demand occupations that support target sectors in the Bay Consortium region; Delivering career pathway tools that are aligned with priority occupations that are specific to the Bay Consortium region, as developed by the Bay Consortium Workforce Development Board; Seeking opportunities for improving the referral process between workforce system partners; Seeking opportunities for continuous improvement process; Identifying additional funding needs that the Regional Workforce Council can support through participating in grant competitions. Additionally, WIOA Titles I and III refer participants to each program and use the Virginia Workforce Connection for labor market research and job search activities. Finally, the Virginia Employment Commission engages the Bay Consortium region WIOA Title I providers to support the region's Trade Act and WARN/Rapid Response activities. The Virginia Employment Commission Unemployment Insurance and Wagner-Peyser service delivery system is intended to provide universal access, through self-service or with staff assistance, to an integrated array of labor exchange (job

matching) services. This allows employers, workers and job seekers to obtain the services they need, when they need them, and in the manner in which they prefer (for example, in person, online, or by phone). Workforce Service (WS) focuses on providing a variety of employment-related services, including: Job search assistance, job referral, and placement assistance for job seekers Reemployment services for unemployment insurance claimants Recruitment services for employers with job openings Depending on the needs of the labor market, other services also may be available, such as: Assessment of skill levels, abilities, and aptitudes Career guidance Job search workshops Referral to training Employer services include: Referral of job seekers to available job openings Assistance in the development of job posting requirements Matching job seekers with job requirements, skills, and other attributes Assisting employers with special recruitment needs Arranging job fairs Assisting employers with analyzing hard-to-fill jobs Assisting with job restructuring Helping employers with layoffs In addition to universal access for employers and job seekers, WS provides specialized service to: Veterans Individuals with disabilities Migrant and seasonal farmworkers Ex-offenders Youth Older workers The core principles of the WS program are to: Assist employers in filling jobs by recruiting, screening, and referring qualified job seekers who meet job requirements. Assist job seekers in finding employment for which they are qualified, in order to provide them long-term employment stability and earnings potential. Facilitate job matching between employers and job seekers. Participate in clearing labor between states, including using a standardized classification system. Ensure that unemployment insurance claimants meet the work test requirement by registering in the Virginia Workforce Connection. Provide information regarding labor market conditions. Address, or assist in addressing, labor issues regarding state and federal laws.

3.8 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

The Bay Consortium Workforce Development Board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities through the comprehensive center (VCW Fredericksburg Center) and affiliate centers located throughout the region by providing access to physical services, as well as, virtual services through the core WIOA programs – including Title II – and other required partners. In addition, the VCW Bay Consortium region has established a Memorandum of Understanding with each One-Stop partner. This is accomplished by providing opportunities for adult educators to collaborate with workforce system partners to establish effective referral, co-enrollment, and handoff processes for participants who need both Title I workforce and Title II adult education services.

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

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

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

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

Specifically, adult education programs may offer the following services:

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

The adult education program providers collaborate with the Workforce Development Board and One Stop partners for guidance to enhance service to adults in the workforce, or striving to enter the workforce.

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

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

The Executive Director of the Bay Consortium Workforce Development Board sits on the Career Technical Advisory Committee for the town of West Point. The Principal of Rappahannock High School (Richmond County, WIOA Grant Recipient) also sits on the Bay Consortium Workforce Development Board Youth Council.

3.9 Describe how the local plan shall:

- Specify the policies and protocols to be followed by all the region’s workforce development entities when engaging the region’s employers
- Address how the region’s workforce entities will involve employers in the formation of new workforce development activities
- Identify what activities will be undertaken to address employers’ specific workforce needs

The Bay Consortium Workforce Development Board is responsible for ensuring the coordination of business service delivery to businesses in the local area according to the local plan and the combined state plan. Coordinated efforts are focused on creating a streamlined business process and preventing duplicative services and contacts to businesses. The Bay Consortium Workforce Development Board One Stop Operator will convene the business solution teams, as needed, to coordinate in an orderly manner, the following activities:

- Building relationships with business and business-focused organizations;
- Integrating and streamlining business services;
- Providing informational resources to businesses;
- Assisting businesses in the recruiting process;
- Assisting businesses with training needs;
- Providing customized services to businesses.

Furthermore, the Bay Consortium Workforce Development Board utilizes the “single point of contact” methodology to maximize the opportunities for businesses to create a relationship with the VCW Centers. The One Stop Manager is listed on the BCWDB website as the single point of contact and will refer a business to the appropriate Business Solutions Team (BST) member within one (1) business day.

The BST member will have one (1) business day to contact the referred business and provide an initial consultation.

Finally, VCW Bay Consortium region is committed to following the standards set below:

- BSTs must include the VCW brand standards and other required EO and funding taglines on all outreach materials.
- BST members must adhere to confidentiality and ethics as it relates to business needs and partner statutory requirements.
- The notion of shared business client ownership and accountability is institutionalized across agencies and programs. Partners buy into the notion that working collectively expands the breadth of services offered to business which is a positive for all.
- Business outreach representatives (across partners) share intelligence and coordinate and strategize follow-up.
- BST members regularly participate in local and state provided training, including cross-training.
- Coordinated business services represent “the whole” when in front of business and follow-up includes bringing in the partners/resources to address the solution.

All staff who received an inquiry from an employer for VCW Center services direct those individuals to the One Stop Operator Manager.

The BST will convene targeted industry sector professionals, ensuring the composition of the group fairly represents those who are subject matter experts (SME) for the targeted sector. For example, if the target is Advanced Manufacturing, the focus group should be comprised of approximately one-fourth each of plant operators, line/project supervisors, quality control specialists, and human resources officers. Each sector focus group will have a different blend of subject matter experts depending on the organizational structure of the industry. It is generally safe to assume that nearly all businesses within

any one targeted sector will share similar organizational structure. The role of the focus group is to assess, refine, revise, validate, and affirm the correctness of the workforce development initiative for that Career Pathway. Members of the focus group will also be asked to identify gaps in training and skill attainment that need to be closed to ensure a workforce that is job ready.

3.10 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

The purpose of career and training services is to provide eligible customers with the means to obtain the necessary skills to become gainfully employed or re-employed. To further this purpose, WIOA establishes a priority order for funding services to eligible participants, and the Commonwealth and the Bay Consortium Workforce Development Board have developed a local Priority of Service Policy that establishes a process and priority ranking system which gives priority for services to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient served with WIOA funds. The local policy can be found at [Bay Consortium WDB 02-02 Priority of Service Policy](#).

Section 4: Program Design and Evaluation

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The VCW Works MOU describes how the Bay Consortium Workforce Development Board works with entities carrying out core programs, to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

The Bay Consortium Workforce Development Board has established the following Priority of Service policy for administering career services and training funds:

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

- Receives, or is a member of a family that receives, cash payments under a Federal, State, or

Local income-based public assistance program;

- Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, in relation to family size, does not exceed the higher of:
 - The poverty line for an equivalent period or
 - Seventy percent (70%) of the lower living standard income level (LLSIL) for an equivalent period;
- Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);
- Qualifies as a homeless individual as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);
- Is a foster child on behalf of whom State or local government payments are made;

OR

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

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

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

Thus, the following sequence of services priority will apply:

- First priority will be provided to recipients of public assistance and other low-income individuals in the local area who are covered persons with respect to veterans' priority;

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

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

Eligibility Guidelines or WIOA Dislocated Worker Eligibility Guidelines):

- Individuals who are veterans (per Jobs for Veterans Act– DOL TEGL 05-03)
- Individuals who are basic skills deficient (English reading, writing, or math skills at or below the 8th grade on a generally accepted standardized test)
- Individuals who are high school drop-outs
- Individuals who are long-term unemployed (unemployed 15 of the last 26 weeks)
- Individuals who have limited English-Speaking Skills
- Individuals who are felons
- Priority services will involve both career services and training. Customers in the designated target groups will receive priority services based on individual needs of the customer and contingent upon fund availability. WIOA funds will be leveraged with other resources to maximize the customers served and the level of services provided.

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

Dislocated Worker Programs: All services provided under the dislocated worker funding stream will provide for priority of service to covered persons. The WIOA and its accompanying regulations hold that dislocated worker funds are not subject to the same requirement as adult funds regarding priority of

service to public assistance recipients or low-income individuals. However, the veterans' priority must be considered. Thus, covered individuals will receive priority over non-covered individuals for the provisions of services funded under the dislocated worker funding stream.

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

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. [WIOA Sec. 108(b)(3)]

The Bay Consortium Workforce Development Board and its VCW Centers utilize the Virginia Community College's Career Pathways tools (VA Wizard) to support WIOA Title I participants. Along with the JobsEQ labor market analysis tool, and VEC Labor Market Information tool, these provided tools present the region's in-demand occupations and credentials overlaid with the College's non-credit course information and the Public Schools' Career and Technical Education/Adult Education curriculum.

The Bay Consortium Workforce Development Board will work with economic development officials to create a priority ranking of sector targets. Subject matter experts in the region will be convened to identify the career pathway, credentials, and career-technical training sources. Once the pathway has been identified, an advisory group of employers in the sector target will be convened to affirm or revise and affirm the pathway. Working with our Planning District Commissions and economic developers, we will append growth projects and wage ranges for each step on the pathway. Following that, we will

distribute the Infographic to workforce development partners and our sixteen school systems to be used in career counseling.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The Bay Consortium Workforce Development Board previously utilized co-enrollment in an ongoing informal basis; however, co-enrollment has increased substantially with the implementation of a common intake form and a shared data base designed to help flag co-enrollment possibilities and opportunities. This is an area where additional leadership from VCCS and the Governor’s office has been most welcome and created bridges across the various agency workforce programs administered across the region. Efforts the Commonwealth makes and the success it has in creating a full client data sharing system will go considerable distances to ensuring co-enrollment opportunities are maximized.

4.4 Describe one-stop delivery system in the local area, including:

- A. The local board’s efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]**

The Bay Consortium Workforce Development Board ensures the continuous improvement of eligible providers of services through the system and ensures that such providers meet the employment needs of local employers, and workers and jobseekers. This is accomplished with each workforce partner receiving continuous improvement training from his/her sponsoring agency. Additionally, the workforce partners meet periodically to discuss processes and identify problems that need to be addresses. The standard continuous improvement process circle is employed in these solution sessions:

Identify/Measure, Plan, Do, Assess, Revise.

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

- B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]**

All WIOA Title I customers, WIOA and partner staff use the Virginia Workforce Connection, which is the Commonwealth's WIOA system of record, for all intake and case management activities, except for the storage of customers' medical records. All new WIOA Title I participants, as of December 2020, will have their case file information stored virtually on the Virginia Workforce Connection.

Each Virginia Career Works Center also has its own local system of record.

The Bay Consortium Workforce Development Board website offers a variety of interactive resources, from live and pre-recorded workshops, to online job boards and virtual career fair platforms, to distance learning services. All of these resources are free to the job seeker and employer. When technology is not available VCW staff engage customers at community access points such as local libraries where assistance can be delivered with technology provided by either the library or laptops staff are provided for community engagement activities.

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

The VCW Centers comply with WIOA Sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

The One Stop Operator, in partnership with the Virginia Department of Aging and Rehabilitative Services, have increased opportunities for persons with disabilities to obtain training, employment, vocational rehabilitation, and other support services.

One Stop Operator staff along with the Bay Consortium Workforce Development Board ADA Compliance staff (EO Officer) work with the VCW Centers to ensure that physical space and programming comply with

Federal, state, and local laws. When an individual requests an accommodation to access all Center programs, staff work with Disability Employment/ADA Compliance staff to secure the resource. If the resource cannot be secured internally, the Center staff will work to procure the resource from a partner agency or approved third-party vendor.

D. Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]

The roles and resource contributions of the VCW Center partners can be found within the 2019-2022 One-Stop Center Memorandum of Understanding, found here: [Bay Consortium Workforce Development Board-LWDA-13-MOU](#).

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

All WIOA Title I services are captured in the Virginia Workforce Connection, as well as in each jurisdiction's local system of record. The Bay Consortium Workforce Development Board and the VCW Centers promote the VCW Referral Portal as well as monitors its activity daily so that referrals can be forwarded to the appropriate parties.

As of December 1, 2020, all WIOA Title I case management files will be stored electronically on the Virginia Workforce Connection, except for customers' medical records. New WIOA Title I participants will have all of their case files stored on the Virginia Workforce Connection and those participants who were enrolled prior to December 1, 2020 will have their new or modified case file items stored electronically.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners.

The services provided by each partner mandated by federal and state law, and other optional partners can be found within the 2019-2022 One-Stop Center Memorandum of Understanding, found here: [Bay Consortium Workforce Development Board-LWDA-13-MOU](#).

G. Identify the Virginia Workforce Center Operator for each site in the local area.

The VCW Bay Consortium region has four operators/providers of WIOA Title I Adult and Dislocated

Worker services as listed below:

VA Career Works: Fredericksburg Center (One Stop Comprehensive Center)

Rappahannock Goodwill Industries (Management Team)

10304 Spotsylvania Avenue, Suite 100

Fredericksburg, VA 22408

Area Served: City of Fredericksburg, Caroline, King George, Stafford, and Spotsylvania Counties

VA Career Works: Warsaw Center

Rappahannock Community College (Management Team)

52 Campus Drive

Warsaw, VA 22572

Area Served: Richmond, Westmoreland, Lancaster, and Northumberland Counties

VA Career Works: Saluda Center

Rappahannock Community College (Management Team)

2893 General Puller Highway

Saluda, VA 23149

Area Served: Essex, Middlesex, Mathews, King and Queen, and King William Counties

VA Career Works Eastern Shore Center

Eastern Shore Community College (Management Team)

25036 Lankford Highway, Unit 16

Chesapeake Square Shopping Center

Onley, VA 23418

Area Served: Accomack and Northampton Counties

H. Identify the physical locations of each comprehensive Virginia Workforce Center in the local

area, and the co-location strategy for each center (current and planned).

VA Career Works: Fredericksburg Center (One Stop Comprehensive Center)

Rappahannock Goodwill Industries (Management Team)

10304 Spotsylvania Avenue, Suite 100

Fredericksburg, VA 22408

Area Served: City of Fredericksburg, Caroline, King George, Stafford, and Spotsylvania Counties

The co-location strategy for the comprehensive center (current and planned) can be found within the 2019-2022 One-Stop Center Memorandum of Understanding, found here: [Bay Consortium Workforce Development Board-LWDA-13-MOU](#).

- I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers.

VA Career Works: Warsaw Center

Rappahannock Community College (Management Team)

52 Campus Drive

Warsaw, VA 22572

Area Served: Richmond, Westmoreland, Lancaster, and Northumberland Counties

VA Career Works: Saluda Center

Rappahannock Community College (Management Team)

2893 General Puller Highway

Saluda, VA 23149

Area Served: Essex, Middlesex, Mathews, King and Queen, and King William Counties

VA Career Works Eastern Shore Center

Eastern Shore Community College (Management Team)

25036 Lankford Highway, Unit 16

Chesapeake Square Shopping Center

Onley, VA 23418

Area Served: Accomack and Northampton Counties

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

The policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts can be found at [Bay-Consortium-WDB-00-02-Individual-Training-Account-Policy-with-In-Demand-Occupation-List](#).

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

The maximum training benefit per customer shall be \$4,000 per participant. This limit does not include funds required for accommodations for disabilities, such as interpreters, but includes only the fees for tuition and supplies directly applicable to training and employer reimbursement for on-the-job and/or customized training. Exceptions to the maximum training limit may be granted with prior approval.

Consideration of an exception requires the submission of a written request presenting documentation and rationale. Exceptions up to \$6,000 per customer may be approved by BCWDB staff. Exceptions over \$6,000 require the approval of the Executive Director. Customers must complete training funded with WIOA funds within a 24-month period from the time training begins. BCWDB staff may approve exceptions to this time limit for clients in degree programs for occupational training to respond to shortages in the community.

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

Under the Workforce Innovation and Opportunity Act of 2014 (WIOA), the customer can choose the program of study and eligible training provider for the occupational skills training that meets the goals of their individual development plan. In order to use WIOA funds for training, the customer must choose a training program that has been certified by a Local Workforce Development Board in Virginia. The complete list can be found at <https://www.vawc.virginia.gov/>. Customer Choice must be made in writing by using a "Customer Choice in Training" Form available through each VCW Center.

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

The following describes the process utilized by the Bay Consortium Workforce Development Board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. Criteria established under Federal, state, and local WIOA policy determine job seeker eligibility for training funds. WIOA requires the coordination of training costs with funds available under other grant assistance. WIOA limits training funding to participants who are unable to obtain grant assistance from other sources, including PELL Grants, to pay the costs of their training or require assistance beyond that available under grant assistance from other sources to pay the costs of such training. WIOA prescribes "braided funding" as a strategy to support job seekers' training and placement needs. As such, Center staff co-enroll job seeker customers into all eligibility-appropriate publicly funded workforce training programs.

To achieve its purpose of providing eligible customers with the means to obtain the necessary skills to become gainfully employed or re-employed, WIOA-funded training targets occupations in demand in the regional labor market and prioritized by the Bay Consortium Workforce Development Board training will be provided for priority occupations only as determined by the Board by an institution or organization certified as meeting the criteria and having completed the procedures outlined in the Board's Eligible Training Provider Policy. Training length varies according to the type of training and the requirements

outlined in the vendor agreement. Training cannot exceed more than 24 calendar months and must lead to an industry-recognized certification and employment that earns a sustainable wage.

The Bay Consortium Workforce Development Board and the VCW Centers use real-time labor market information to prove that requested training is linked to in-demand occupations in the local workforce area. Evidence must be included with all requests for training and WIOA providers must ensure that the training is relevant and in-demand prior to approving such training requests.

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

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

The service plan is updated annually, when required, or when directed by higher authority. The service plan that covers the VCW Bay Consortium region may be found at: [Rapid Response Services](#). The local area representative responsible for rapid response activities will notify the entity responsible for the delivery of Title I WIOA services as well as the VCCS and coordinate the rapid response activities provided for the plant closures, disasters, etc.

Section 5: Compliance

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

Oversight, Monitoring, and Corrective Action for WIOA Title I Programs is described in the [Bay Consortium Workforce Development Board Monitoring Policy](#).

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board.

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

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.

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

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

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

Board shall also be governed by the State and Local Government Conflict of Interests Act, Virginia Code section 2.2-3100, et seq.

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

5.5 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

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

The Consortium designates from its membership the local government jurisdiction of Richmond County to serve as the grant recipient for Title I funds of the WIOA, and further designates The Bay Consortium, Inc. to serve as local fiscal agent and administrative entity for Title I funds of the WIOA. It is the intent of the Consortium that all risks of liability for disallowed costs be reduced to the minimum extent possible. Involvement of local elected officials will be designed to fulfill legislated requirements of the WIOA. Operational authority and responsibility will remain with the local fiscal agent/administrative entity. The local fiscal agent/administrative entity will be required to maintain insurance policies sufficient to protect the Consortium from potential errors and omissions in administering the use of these funds.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources.

The VCW Bay Consortium region leverages resources by seeking grants which will help fund activities related to the populations we serve, utilizing a multi-agency grant writing team. The VCW Bay Consortium region participated in the Linking to Employment Activities Pre-release (LEAP) grant which provides comprehensive services to inmates before release and ongoing support as they regain their place in the community when their incarceration ends. The LEAP initiative encourages greater coordination between local workforce programs, correctional systems and other critical services to prepare inmates for jobs before release, and to continue to assist them as they return home. The VCW Bay Consortium region has also participated in YouthBuild grants which is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn construction skills while constructing or rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for college and other postsecondary training opportunities. In addition to the multi-agency grant writing team, the VCW Fredericksburg Center also has in place a detailed resource sharing plan that has been in use since 2010 which spreads costs among partners based on square footage percentages and includes such things as shared Center Manager salary, shared Resource Room Specialist salary, shared Center Guide salary, and all operational costs including rent.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

The VCW Bay Consortium region understands the importance common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. WIOA performance is transparent and accountable to the communities and regions served; staff is trained and understands the importance of

data validation, data collection processes, and the importance of accurate reporting. Below are the final negotiated performance goals of the VCW Bay Consortium region.

Performance Measures	Adult	Dislocated Worker	Youth
Employment 2nd Quarter after Exit	82.6%	85.0%	77.3%
Employment 4th Quarter after Exit	85.0%	85.0%	62.8%
Median Earnings 2nd Quarter after Exit	\$6,000	\$8,700	\$3,500
Credential Attainment within 4 Quarters after Exit	74.0%	70.0%	70.0%
Measurable Skills Gain	70.2%	69.8%	69.1%

5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area.
[WIOA Sec. 108(b)(17)]

Fiscal oversight for the VCW Centers, American Job Center Operator, and WIOA Title I Eligible Training Providers is conducted by the Bay Consortium Workforce Development Board following Richmond County’s budget, fiscal and accounting policies and procedures. The Bay Consortium Workforce Development Board strictly follows the procurement and contract management guidelines of its grant recipient, Richmond County Government.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

The VCW Center staff have participated in quarterly trainings on Section 188 facilitated by the LEAD Center, Seena Foster Inc. and Virginia’s Department of Aging and Rehabilitative Services (DARS) staff. Recently, the Center staff has attended various webinar trainings on topics such as the impact of COVID-19 on individuals with disabilities as it relates to employment, accessibility and accommodations and financial empowerment of individuals with disabilities. These webinars have been presented by organizations that include the National Disability Institute, the Job Accommodation Network, the LEAD Center, the Social Security Administration and DARS.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board

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

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

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

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

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

The VCW Bay Consortium region value skill development by assessing and improving each individual's basic, occupational, and employability skills.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

The Local Plan strategic priorities were developed working with the members of the Bay Consortium

Workforce Development Board: Executive Committee, Board Development Committee, Performance & Accountability Committee, and One-Stop Committee, as well as, the Youth Council, to utilizing the framework provided by the Virginia Community College System.

They were further refined during facilitated discussions and online surveys that engaged stakeholders from inside and outside the partner programs listed in this plan. In summary, the following stakeholders provided input into the development of this local plan:

- Adult education and literacy programs
- Business representatives
- Chief Elected Officials
- Chamber of Commerce
- Community based organizations
- Economic development
- Employment services under Wagner Peyser
- Frontline Staff
- Higher education (including community colleges)
- Labor organizations
- Parents and guardians
- Registered apprenticeships

- Social services
- Vocational rehabilitation
- Youth representatives

The Bay Consortium Workforce Development Board prior to submission of its Local Plan, pursuant to Section 108 of WIOA will:

Make available copies of a proposed Local Plan to the public through electronic and other means for a period that is no less than 14 days, Public Notice was advertised on the Bay Consortium Region website starting, February 3, 2021 ending March 1, 2021. The total days advertised was 28 days. The Local Plan was posted on the VCW Bay Consortium region website for review during the comment period;

The VCW Bay Consortium region contacted all jurisdictions' chief administrative officer via email with a request to distribute the link to all local elected officials, school superintendents, economic developers, and community developers;

The VCW Bay Consortium region allowed members of the public (specifically representatives of business, labor organizations, and education) to submit comments on the proposed Local Plan by the end of the comment period; and no public comments were submitted that represent disagreement with the Local Plan.

5.12 Describe professional staff development strategies, including:

- Process used to ensure staff receive continuous training in workforce development practices
- Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services
- Process to measure staff performance and delivery of high-quality customer service
- Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 300-06

The VCW Bay Consortium region facilitates an integrated, co-located partnership that seamlessly incorporates services of the core partners and other center partners. The VCW Bay Consortium region organizes and integrates services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and

training efforts. Functional alignment includes having One-Stop center staff that performs similar tasks; serve on relevant functional teams, e.g., Partner services Cross Training Team, Business Solutions Team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.

The VCW Bay Consortium region developed and maintain integrated case management systems that inform customer service throughout the customer's interaction with the VAWC system and allow information collected from customers at intake to be captured once. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements, consistent with federal and state privacy laws and regulations. Data, however, would be shared with other programs, for those programs' purposes, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.

Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers.

Center performance is transparent and accountable to the communities and regions served; data entry staff is trained and understands the importance of data validation, data collection processes, and the importance of accurate reporting.

The VCW Bay Consortium region train and equip One-Stop center staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Staff

are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Staff are routinely trained and are keenly aware as to how their function supports and contributes to the overall vision of the VCW Bay Consortium region.

The VCW Bay Consortium region staff are highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the One-Stop center, and skilled in developing customers' skills for employment success. The VCW Bay Consortium region staff use an integrated intake process for all customers entering the one-stop centers. Frontline staffs are familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.

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

VCW Bay Consortium region center(s) must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, One-Stop centers use principles of universal design and human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing

necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. One-Stop centers use assistive technology and flexible business hours to meet the range of customer needs. DARS agrees to provide technical assistance to the One-Stop Operator(s) as resources are available to ensure appropriate accommodation and access to the One-Stop delivery system for persons with disabilities.

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

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

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

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

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

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

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

Of the front-line staff members who interact with customers, 17 are certified, representing a certification of 68% or well above the established threshold of 60%, this includes 3 staff members at the BCWDB administrative office.

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

simultaneously, demonstrating the Commonwealth's commitment to the highest level of workforce professionalism.

Statement of Compliance, Plan Signatures, & Fiscal Agent Designation

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

Local Area Name / #	Virginia Career Works Bay Consortium Region LWDA XIII
Local Plan Point of Contact:	Jackie Davis, Executive Director
Address:	487 Main Street, Warsaw, VA 22572
Phone/e-mail:	(804) 333-4048 Ext.2

Dr. Dennis Parsons	
	06-21-2021
Typed Name & Signature of WDB Chair	Date

F. Lee Sanders	
	11 JUN 21
Typed Name & Signature of Chief Local Elected Official	Date

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

Entity: Bay Consortium Workforce Development Board

Contact: Jackie Davis

Address: 487 Main Street Warsaw, VA 22572

Phone/Email: (804) 333-4048 Ext. 2/jdavis@baywib.org

Local Plan Required Attachments

**Please provide the links to the documents listed below in the boxes marked “Click here to enter text.”
If such links are not available, please include copies of the documents with your submission.**

1. Current Chief Elected Official (CEO) Consortium Agreement: WIOA-CLEO-BCWDB-Consortium-Agreement
2. Current CEO-Local WDB Agreement: WIOA-CLEO-BCWDB-Fiscal-Agreement
3. Current Local WDB organizational chart Bay-Consortium-Workforce-Development-Board-Organizational-Chart
 - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements between the Local WDB or other local entities and the local office of the Virginia agency/unit administering programs carried out under title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination
 - a. BCWDB-LWDA-13-MOU
 - b. Cooperative agreements as defined in WIOA section 107(d)(11)
 - c. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))
5. Local WDB Policies: provide the link to all policies on the Local WDB website
 - a. Public-Documents-Policies