

APPENDIX D LOCAL PLAN TEMPLATE WORKFORCE INNOVATION AND OPPORTUNITY ACT

VCW Bay Consortium Region LWDA XIII

SUBMITTED BY

Bay Consortium Workforce Development Board
PYs JULY 1, 2024 – JUNE 30, 2028
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How to use this Template

This template presents the all the required topics for the LWDB plan for PYs 2024-2027. The template includes a guidance section and five sections that require completion. After reviewing the guidance section, address each of the elements included in the five sections. Each element includes a blank space labeled “click here to enter text.” Please enter your responses to each element in these blank spaces. You do **not** need to submit your LWDB strategic plan or action plan documents along with this template. Section 2 of the template requests information from the strategic plan. When fully completed, submit this Local Plan according to the submission instructions in Appendix C.

Guidance – Policy Emphasis

The areas in this section are receiving statewide emphasis and must be addressed in local plans to meet the requirement of consistency with the Combined State Plan.

- Prepare Virginia’s workers for current and future career pathways that provide competitive wages.
- Deliver workforce services that support business growth in Virginia’s leading-edge economy.
- Provide outreach and recruitment services that increase awareness and access to Virginia’s workforce development ecosystem.
- Reduce workforce system barriers through dynamic collaboration, coordination, and communication with Virginia Works as the hub-and-spoke model.

When creating and implementing this plan, the following regional partners must be included:

- Chief elected officials
- Business representatives
- Labor organizations
- Registered apprenticeships
- Community based organizations
- Youth representatives
- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development
- Employment services under Wagner Peysner
- Vocational rehabilitation
- Social services

Other areas that must be addressed throughout the plan, when appropriate:

- Accessibility
- Use of technology
- Capacity building
- Continuous process improvement
- Streamlining service delivery
- Measuring performance
- Accountability
- Transparency
- Integrating resources

The local plan must ensure compliance with all Virginia Board for Workforce Development (VBWD) policies and Virginia Workforce Letter guidance documents. These documents can be found here: <https://virginiacareerworks.com/practitioners-corner/>

Section 1: Workforce and Economic Analysis

Please answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Works' labor market information website, <https://virginiaworks.com>, contains information that may help you address elements 1.1 through 1.7.

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 Bay Consortium Region encompasses **Planning Districts (PDs) 16, 17, 18, and 22**, collectively serving a population of **506,092 residents**. Each district features unique economic and workforce characteristics shaped by geography and industry focus. **PD 16** consists of **Caroline County, King George County, Spotsylvania County, and Stafford County** and is the region's largest and fastest-growing district. Its proximity to Northern Virginia has driven suburban expansion and commuter-based economic growth. **PD 17**, which includes **Lancaster County, Northumberland County, Richmond County, and Westmoreland County**, represents rural communities where agriculture and tourism are dominant. **PD 18**, encompassing **Essex County, King and Queen County, King William County, Mathews County, and Middlesex County**, supports a diverse economy, including advanced manufacturing, aquaculture, and tourism. **PD 22**, covering the Eastern Shore counties of **Accomack County and Northampton County**, faces unique challenges related to its rural and remote location, including population decline and limited industrial diversification.

Population growth varies significantly across the Bay Consortium Region, with **PD 16** leading at **+23.0%** since 2010. This growth reflects its suburban character and access to high-wage jobs in nearby metropolitan areas. Conversely, **PD 22** has experienced a **2.6% decline** in population, driven by an **11.1% reduction in its working-age residents**, highlighting challenges in

workforce retention. Across the region, **3,885 single-parent households with children under 18 live in poverty**, with the highest concentrations in **PD 16 and PD 18**. Table 1 provides detailed population and growth data for each district.

Table 1: Population and Growth by Planning District

Metric	PD 16	PD 17	PD 18	PD 22	Region Total
Population	363,405	50,691	94,031	45,441	506,092
Population Growth since 2010	+23.0%	+0.5%	+4.7%	-2.6%	+11.2%
Population Change (2010)	+67,968	+229	+4,250	-1,197	+71,250
Growth in Working-Age Population	+20.0%	-8.8%	-0.9%	-11.1%	+8.2%
Single Parents w/Kids <18 in Poverty	1,842	543	794	706	3,885

The racial and ethnic composition of the Bay Consortium Region varies significantly across its planning districts. **PD 16**, as the largest and most suburban district, is home to the highest populations of Asian (10,502) and Black or African American residents (65,527). Hispanic or Latino residents total **58,188 across the region**, with **PD 16 contributing the majority (47,798)**. Table 2 provides a detailed breakdown of racial and ethnic demographics for each district.

Table 2: Race and Ethnicity by Planning District

Race/Ethnicity	PD 16	PD 17	PD 18	PD 22	Region Total
American Indian and Alaska Native	470	69	195	35	769
Asian Alone	10,502	765	613	415	12,295
Black or African American Alone	65,527	12,337	13,835	12,815	104,514
Native Hawaiian and Other Pacific Islander	88	0	55	0	143
White Alone	214,652	32,724	72,344	26,158	345,878
Two or More Races	21,381	2,130	3,427	1,282	28,220
Hispanic or Latino (All)	47,798	2,391	3,356	4,643	58,188
- Mexican	12,443	1,303	960	2,502	17,208
- Puerto Rican	1,307	28	121	117	1,573
- Cuban	6,605	584	1,210	501	8,900
- Other Hispanic or Latino	27,443	476	1,065	1,523	30,507
Not Hispanic or Latino	315,607	48,300	90,675	40,798	495,380

Veterans form a significant part of the region’s workforce, particularly in **PD 16**, which hosts **40,293 veterans**. Table 3 provides veteran status data, as well as foreign- and native-born population metrics, highlighting the region’s demographic diversity.

Table 3: Veteran Status and Place of Birth by Planning District

Metric	PD 16	PD 17	PD 18	PD 22	Region Total
Civilian Population (18+)	265,863	41,961	75,312	35,960	419,096
Veterans	40,293	4,273	8,676	3,366	56,608
Native-Born	324,985	48,729	92,003	41,655	507,372
Foreign-Born	38,420	1,962	2,028	3,786	46,196
- Naturalized U.S. Citizen	21,937	1,246	1,309	1,112	25,604
- Not a U.S. Citizen	16,483	716	719	2,674	20,592

Workforce mobility significantly impacts the Bay Consortium Region. Suburban districts such as **PD 16** benefit from proximity to Northern Virginia and Washington, D.C., with large outflows of workers accessing higher-paying jobs in these metropolitan areas. Conversely, rural districts like **PD 22** face challenges retaining workers locally due to fewer job opportunities and transportation barriers. Table 4 summarizes commuting patterns across the region.

Table 4: Commuting Patterns in the Bay Consortium Region

Category	Count
People Who Live and Work in the Region	93,900
In-Commuters	48,565
Out-Commuters	120,501
Net Commuting Balance (In - Out)	-71,936

The region experiences a **net commuting deficit of -71,936 workers**, with **Fairfax County (20,469)**, **Prince William County (12,178)**, and the **District of Columbia (7,837)** serving as top destinations for out-commuters. While **48,565 workers commute into the region**, these in-commuters primarily serve suburban areas like PD 16 and do not offset the significant outflow of local talent. This dynamic places pressure on regional employers, particularly in industries such as healthcare, manufacturing, and IT, to compete with higher-paying metropolitan employers.

The region's economy is anchored by **healthcare, manufacturing, agriculture, tourism, and technology**. **Healthcare** is a critical employer across all districts, with institutions like **Mary Washington Hospital (PD 16)** and **Riverside Regional Medical Center (PD 18)** driving demand for registered nurses, allied health professionals, and long-term care staff. **Manufacturing and agriculture**, particularly in **PDs 18 and 22**, generate employment in food processing, aquaculture, and logistics. **Tourism** sustains much of the coastal economy in **PD 22**, while **technology and professional services** have expanded in **PD 16** due to its proximity to Northern Virginia.

Barriers to workforce participation vary across the districts. **Rural districts like PD 22** face challenges such as **transportation limitations, broadband access issues**, and fewer training facilities, which restrict access to middle- and high-skill job opportunities. Conversely, **PD 16**, despite its strong growth, struggles with labor shortages in critical industries such as healthcare and education due to high out-commuting rates. Expanding high-wage local job opportunities and addressing systemic barriers such as childcare, transportation, and skill mismatches will be essential to supporting workforce retention and economic growth across the region.

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.

The Bay Consortium Region's economy is driven by diverse industries, including **healthcare, manufacturing, logistics, tourism, and technology**. Workforce needs vary significantly across these sectors, requiring a blend of **technical skills, professional certifications, and soft skills**. Employers consistently emphasize the importance of aligning workforce training programs with

industry needs to address growing demands for both entry-level workers and highly skilled professionals.

Industries experiencing the most significant growth in the Bay Consortium Region include **technology, management, healthcare, and hospitality**. Table 1 highlights occupations with the highest numeric change over the next five years, reflecting key growth trends across industries.

Table 1: High-Demand Occupations by Numeric Change (5-Year Projections)

Industry	2024 Employment	Projected Openings	Numeric Change	Median Earnings
Software Developers	2,566	258	+383	\$115,247
Management Analysts	3,474	400	+345	\$102,297
General and Operations Managers	3,814	414	+340	\$114,428
Restaurant Cooks	2,009	390	+308	\$30,513
Registered Nurses	2,607	212	+242	\$76,252
Stockers and Order Fillers	3,947	738	+232	\$32,622
Janitors and Professional Cleaners	3,059	490	+229	\$30,163
Customer Service Representatives	2,458	405	+214	\$34,539
Business Operations Specialists	1,934	230	+206	\$88,599
Managers, All Other	1,814	181	+165	\$117,365

High-demand occupations with the greatest average annual openings highlight a mix of **entry-level service roles, middle-skill technical positions, and high-skill management opportunities**. Table 2 provides a summary of these roles.

Table 2: High-Demand Occupations by Annual Openings (5-Year Projections)

SOC & Occupation Description	Median Earnings	Avg Annual Openings
Stockers and Order Fillers	\$32,622	738
Waiters and Waitresses	\$29,083	596
Janitors and Professional Cleaners	\$30,163	490
General and Operations Managers	\$114,428	414

SOC & Occupation Description	Median Earnings	Avg Annual Openings
Customer Service Representatives	\$34,539	405
Management Analysts	\$102,297	400
Restaurant Cooks	\$30,513	390
Heavy and Tractor-Trailer Truck Drivers	\$47,580	335
Childcare Workers	\$25,422	312
First Line Supervisors of Food Prep	\$36,772	304

Employers across industries identify specific **technical skills** and **soft skills** as critical to meeting workforce needs. These vary by sector:

1. **Healthcare:**

- Continued growth in healthcare drives demand for **registered nurses, CNAs**, and other allied health professionals. Workers in this field require **state licensure**, knowledge of **electronic health record systems**, and skills in **patient care and infection control**.

2. **Manufacturing and Logistics:**

- Middle-skill opportunities dominate this sector, requiring expertise in **CNC machining, mechatronics, and robotics**. Logistics employers consistently seek **CDL-licensed truck drivers**, forklift operators, and workers with inventory management skills.

3. **Technology and Professional Services:**

- The region's proximity to federal and defense-related industries creates significant demand for **software developers, cybersecurity professionals, and data analysts**. Workers in these roles often require bachelor's degrees in computer science or related fields and knowledge of programming languages like **Python, Java, and C#**.

4. **Hospitality and Tourism:**

- Service industries rely on workers with **customer service skills** and certifications such as **ServSafe** for food preparation roles. Flexibility and the ability to handle high-pressure environments are also crucial for success in this field.

The Bay Consortium Region’s economic landscape is shaped by a mix of **small businesses and large employers**. Most businesses in the region have fewer than 50 employees, while 539 employers employ more than 50 workers. Table 3 lists some of the largest employers in the region, reflecting a diverse range of industries.

Table 3: Largest Employers in the Bay Consortium Region

Rank	Employer	Industry
1	US Department of Defense	Federal Government
2	Stafford County Schools	Education
3	Mary Washington Hospital	Healthcare
4	Spotsylvania County School Board	Education
5	Walmart	Retail
6	U.S. Federal Bureau of Investigation	Federal Government
7	GEICO	Insurance
8	Perdue Products	Food Processing
9	County of Stafford	Local Government
10	County of Spotsylvania	Local Government

Across all industries, employers consistently identify **soft skills** as essential for workforce success.

These include punctuality, teamwork, problem-solving, and strong communication skills.

Employers in manufacturing and logistics stress the importance of **reliability** and **professionalism**, while service-oriented sectors such as tourism and hospitality rely heavily on **customer service and conflict resolution**.

While the Bay Consortium Region demonstrates robust job growth, it also faces challenges related to educational attainment and access to training. Rural districts like **PD 22** often lack the infrastructure and resources needed to support high-skill training, while suburban districts like

PD 16 experience labor shortages in critical fields like healthcare and IT. Addressing these disparities will require investments in:

1. **Short-Term Credentialing Programs:** Expanding certifications in fields like healthcare, logistics, and IT to meet immediate employer needs.
2. **Broadband Infrastructure:** Increasing access to online training and remote work opportunities in rural districts.
3. **Soft-Skill Training:** Embedding employability skills training into high school and adult education curricula.

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)]

The Bay Consortium Region’s workforce consists of a total labor force of **270,651 workers** as of 2023. With an unemployment rate of **3.1%**, the region maintains relatively low unemployment, though disparities exist across districts and counties. Suburban areas like **PD 16** have stronger labor force participation and lower unemployment rates, while rural areas, including **PDs 17 and 22**, face challenges tied to limited job opportunities and barriers to workforce participation. The regional labor force data highlights the Bay Consortium Region's economic stability but also underscores geographic differences in labor force dynamics. Table 1 presents the region-wide labor force data for 2023, while detailed county-level data provides further insights into employment and unemployment trends.

Table 1: Bay Consortium Region Labor Force and Unemployment Data (2023)

Metric	Value
Labor Force	270,651
Employed	262,329
Unemployed	8,322
Unemployment Rate (%)	3.1
Last Period Unemployment Rate (%)	2.9

Metric	Value
Last Year Unemployment Rate (%)	2.9
Last Period % Change	6.9%
Last Year % Change	6.9%

County-level data further reveals unemployment trends across the planning districts, as outlined in Table 2.

Table 2: 2023 Annual Labor Force and Unemployment Data by County

Planning District	County	Labor Force	Employed	Unemployed	Unemployment Rate (%)
PD 16	Caroline County	15,825	15,334	491	3.1
	King George County	14,913	14,521	392	2.6
	Spotsylvania County	71,382	69,237	2,145	3.0
	Stafford County	77,864	75,580	2,284	2.9
PD 17	Lancaster County	5,745	5,531	214	3.7
	Northumberland County	5,609	5,370	239	4.3
	Richmond County	4,020	3,894	126	3.1
	Westmoreland County	9,610	9,296	314	3.3
PD 18	Essex County	5,679	5,471	208	3.7
	King and Queen County	3,978	3,872	106	2.7
	King William County	9,860	9,593	267	2.7
	Mathews County	4,206	4,088	118	2.8
	Middlesex County	5,323	5,179	144	2.7
PD 22	Accomack County	16,202	15,631	571	3.5
	Northampton County	5,647	5,447	200	3.5

Key Observations:

- The regional unemployment rate of **3.1%** aligns with trends in low unemployment across most counties, indicating a relatively stable labor market.
- **PD 16** continues to lead the region with the largest labor force (179,984 workers) and the lowest unemployment rates, supported by access to Northern Virginia's job market.

- **PD 17 and PD 22** face higher unemployment rates, with **Northumberland County (4.3%)** and **Accomack County (3.5%)** reflecting challenges tied to rural economies and fewer high-paying job opportunities.

The Bay Consortium Region’s labor market trends demonstrate strong demand across industries, particularly in **healthcare, logistics, manufacturing, and IT**. The fastest-growing occupations include software developers, registered nurses, and restaurant cooks, alongside middle-skill roles such as janitors and truck drivers. Table 3 outlines occupations with the highest numeric change over the next five years.

Table 3: High-Demand Occupations by Numeric Change (5-Year Projections)

Industry	2024 Employment	Projected Openings	Numeric Change	Median Earnings
Software Developers	2,566	258	+383	\$115,247
Management Analysts	3,474	400	+345	\$102,297
General and Operations Managers	3,814	414	+340	\$114,428
Restaurant Cooks	2,009	390	+308	\$30,513
Registered Nurses	2,607	212	+242	\$76,252

Educational attainment is a critical factor influencing access to middle- and high-skill jobs. **PD 16** leads the region in residents with bachelor’s and graduate degrees, while **PDs 17, 18, and 22** face significant disparities in postsecondary attainment. Table 4 provides detailed educational attainment data.

Table 4: Educational Attainment by Planning District

Metric	PD 16	PD 17	PD 18	PD 22	Region Total
Population (25+)	240,506	39,279	69,509	33,483	382,777
High School Graduate	62,252	13,249	23,625	11,226	110,352
Some College	49,410	6,444	16,430	6,030	78,314
Associate Degree	19,278	3,237	5,608	2,550	30,673
Bachelor’s Degree	52,916	6,020	11,870	4,837	75,643
Graduate or Professional Degree	36,279	4,456	5,688	3,439	49,862

Barriers to workforce participation, such as **transportation challenges, limited broadband access, and childcare costs**, are most pronounced in **PDs 17, 18, and 22**. Suburban areas like **PD 16**, despite higher educational attainment levels, face labor shortages in healthcare and IT due to high rates of out-commuting to Northern Virginia. Addressing these barriers will require targeted workforce programs, investments in rural infrastructure, and expansion of short-term credentialing programs to meet immediate employer needs.

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)]

Workforce development activities in the Bay Consortium Region focus on equipping job seekers with the skills and credentials needed to meet the demands of local employers. Programs are tailored to address the most critical education and skill needs, particularly in healthcare, logistics, advanced manufacturing, and technology. These efforts integrate targeted training, supportive services, and strong employer partnerships to ensure that workforce initiatives align with regional labor market demands and support long-term economic growth.

The most significant workforce needs in the region include certifications and credentials in healthcare, logistics, and advanced manufacturing. Healthcare employers have an ongoing demand for Certified Nursing Assistants (CNAs), CPR certification, and First Aid training. The logistics sector requires an increased supply of CDL-licensed drivers to address shortages in transportation and supply chain operations. Advanced manufacturing employers emphasize the need for skills in welding, fabrication, and mechatronics to support modern production methods. Technology roles require cybersecurity certifications such as CompTIA and CISSP, along with skills in programming and data analysis.

Workforce development programs in the region are delivered through partnerships with Virginia Career Works centers, community colleges, and local employers. Table 1 highlights the region's key training providers and their contributions to meeting workforce needs.

Table 1: Key Training Providers and Focus Areas

Provider	Program	Target Occupation	Credential
Germanna Community College	Nursing Program CDL Training Welding and Fabrication	Registered Nurse Truck Driver Welders	RN Licensure CDL License AWS Certification
Rappahannock Community College	Nursing Program CDL Training Welding and Fabrication	Registered Nurse Truck Driver Welders	RN Licensure CDL License AWS Certification
Eastern Shore Community College	Nursing Program CDL Training Welding and Fabrication	Registered Nurse Truck Driver Welders	RN Licensure CDL License AWS Certification
University of Mary Washington	Computer Science	Software Developer	Bachelor's in Computer Science
Regional Adult Education Programs	GED Preparation	Entry-Level Workforce	GED Diploma

Programs offered by these institutions emphasize hands-on training and the acquisition of industry-recognized credentials. For example, nursing programs provide clinical rotations and certifications that meet healthcare employer needs, while CDL training programs address the logistics sector's critical labor shortages. Welding and fabrication courses equip participants with the technical skills required for manufacturing jobs, and computer science programs prepare workers for high-demand roles in IT.

Supportive services play a crucial role in ensuring workforce program accessibility and success. Many participants face barriers to participation, such as transportation challenges, childcare needs, and limited access to broadband. Subsidized transportation programs and ridesharing initiatives help rural workers in areas like PD 17 and PD 22 access training and employment opportunities. Childcare assistance supports parents as they complete training or enter the workforce. Investments in broadband infrastructure have expanded online training and remote work opportunities, particularly in underserved rural areas.

Efforts to align workforce development activities with employer needs have resulted in strong collaboration between training providers and businesses. Healthcare employers work closely with community colleges to develop curricula for nursing and allied health programs, while manufacturing firms provide input on welding and machining courses. CDL training programs are similarly developed in consultation with logistics companies to ensure participants meet the specific requirements of local employers.

Despite these successes, workforce development in the region faces challenges. Educational attainment levels in rural districts such as PDs 17 and 22 remain lower than in suburban areas, limiting access to high-wage jobs. Transportation and childcare barriers continue to impact program participation, particularly for low-income individuals and those in remote locations.

Additionally, many employers report difficulty finding workers with the necessary technical and soft skills to fill available positions in healthcare, IT, and manufacturing.

Opportunities for improvement include expanding short-term credentialing programs in high-demand fields such as healthcare, logistics, and IT. Increasing access to certifications will help bridge skill gaps and improve employability. Investments in broadband and transportation infrastructure can further reduce barriers for rural participants, enabling greater participation in workforce programs. Enhanced collaboration with employers can also strengthen apprenticeship and internship opportunities, providing participants with practical, on-the-job experience aligned with regional labor market needs.

Workforce development in the Bay Consortium Region demonstrates a commitment to addressing the education and skill needs of the workforce while meeting employer demands. By expanding targeted training programs, improving support services, and fostering employer collaboration, the region is well-positioned to support long-term economic growth and workforce

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)]
success.

The Bay Consortium Region has built a strong foundation for workforce development, supported by the collaboration of the Bay Consortium Workforce Development Board, regional economic development organizations, community colleges, state agencies, non-profits, and other service providers. This collaborative framework enables the region to align training programs with employer needs and deliver services that address critical workforce challenges. The region has made significant strides in offering innovative programs, but there remain persistent barriers and capacity limitations that need to be addressed.

One of the region's key strengths is its ability to adapt workforce programs to emerging industries and evolving employer demands. Training initiatives such as **climate resiliency programs, emergency medical technician (EMT) training, and drone technology certifications** highlight the region's proactive approach to equipping workers with skills for high-demand and specialized occupations. Climate resiliency programs, for example, align with growing needs in disaster preparedness, environmental monitoring, and sustainable infrastructure, creating new career opportunities for job seekers. EMT training prepares individuals for critical roles in emergency response, addressing healthcare workforce shortages while building community resilience. Similarly, drone-related training programs provide participants with expertise in an emerging field that supports industries such as construction, logistics, and environmental monitoring. However, challenges remain, particularly in rural areas like PDs 17 and 22, where educational attainment levels lag behind more suburban districts. These gaps in postsecondary education limit access to high-wage, high-skill jobs and underscore the need for targeted outreach and training opportunities. Additionally, employers frequently cite skill gaps in technical and soft skills as a barrier to hiring, particularly in healthcare, IT, and manufacturing. Transportation and childcare barriers continue to hinder participation in workforce programs, especially for low-income individuals and those in remote locations. Funding limitations further constrain the region's

ability to scale work-based learning opportunities, such as apprenticeships and on-the-job training programs, which are essential for developing hands-on skills in technical fields.

The immigrant population in the region presents both challenges and opportunities. Many immigrants face language barriers or struggle with the recognition of foreign credentials, leaving highly skilled individuals underemployed in low-wage positions. Addressing these barriers through programs like ESL training and credential evaluation services could unlock new talent pipelines for local employers.

The region's workforce system is bolstered by strong partnerships and innovative approaches. Community colleges such as Germanna, Rappahannock, and Eastern Shore offer targeted programs that address the needs of regional industries, including CDL licensure, CNA training, and welding certifications. Investments in broadband have expanded access to distance learning, enabling rural residents to participate in training programs without geographic constraints. Programs like TransfrVR virtual reality career exploration further demonstrate the region's commitment to innovation, helping job seekers explore high-demand occupations in fields like healthcare, IT, logistics, and other specialized areas.

Despite these strengths, the workforce system's capacity is limited by resource constraints, particularly in staffing and funding for specialized programs. Expanding credentialing opportunities in fields like climate resiliency, emergency response, and drone technology will require increased employer engagement and funding support. Additionally, addressing barriers such as transportation and childcare will be critical to ensuring equitable access to workforce programs across all parts of the region.

Looking forward, the region has opportunities to build on its strengths by expanding apprenticeship programs, enhancing work-based learning opportunities, and leveraging distance learning to reach underserved populations. By continuing to innovate and address ongoing

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

[WIOA Sec. 108(b)(9)]

challenges, the Bay Consortium Region can position itself to better meet the needs of its workforce and employers, ensuring economic growth and resilience for the future.

Youth workforce investment activities in the Bay Consortium Region deliver comprehensive services to in-school and out-of-school youth, including those with disabilities. These services are structured to meet the **fourteen required WIOA youth program elements** and are implemented through collaborative partnerships with local agencies, educational institutions, and community organizations. Programs address barriers to education and employment while fostering career readiness and personal development.

The region ensures the availability of comprehensive services through **Virginia Career Works (VCW) centers** and partnerships with public schools, community colleges, and human service organizations. Youth participants engage in **Individualized Service Strategies (ISS)**, which document their career goals, educational needs, and required support services. These strategies are continuously updated as youth progress through the program.

Specialized programs for youth with disabilities include participation in Individualized Education Plans (IEPs), access to assistive technology, and career counseling tailored to their unique needs. Collaborations with schools ensure youth transitioning from high school are equipped with the tools to succeed in postsecondary education, training, or employment.

The region also offers innovative programs like the **TransfrVR virtual reality career exploration tool**, which introduces participants to **33 high-demand occupations** in healthcare, IT, advanced manufacturing, logistics, and more. These hands-on simulations provide insights into technical careers and expand youth awareness of available pathways.

The Bay Consortium Workforce Development Board selects youth service providers through a **competitive procurement process** that adheres to the procurement guidelines established by Richmond County. Providers must demonstrate the capacity to deliver all **fourteen WIOA youth program elements** and align their activities with regional employer needs.

Providers are monitored regularly to ensure compliance with WIOA requirements and the effective delivery of services. Monitoring includes performance reviews, site visits, and assessment of program outcomes.

Youth workforce programs integrate the fourteen WIOA-required elements into their service delivery. These elements are embedded into the ISS, ensuring every participant receives the appropriate support and resources to achieve their goals:

1. Tutoring, study skills training, and dropout prevention strategies
2. Alternative secondary school services and dropout recovery services
3. Paid and unpaid work experiences
4. Occupational skills training
5. Postsecondary education and training preparation
6. Leadership development opportunities
7. Supportive services

8. Adult mentoring for at least 12 months
9. Follow-up services for at least 12 months
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Labor market information and career exploration
14. Activities to prepare for the transition to postsecondary education and employment

Out-of-school youth (OSY) are a priority population under WIOA. To meet this need, the region has developed specific strategies for recruitment and retention, ensuring compliance with the requirement to allocate at least **75% of youth program funds** to OSY. These strategies include:

- **Outreach Campaigns:** Engaging OSY through social media, community events, and partnerships with schools, juvenile justice agencies, and social services.
- **Retention Supports:** Offering **paid work experiences**, stipends for achieving milestones, and comprehensive supportive services to address barriers like transportation, childcare, and housing.
- **Referral Networks:** Collaborating with one-stop partners to identify and recruit eligible OSY, particularly those facing multiple barriers to employment.

Youth who do not meet WIOA income eligibility criteria are referred to alternative programs and resources available through Virginia Career Works centers. Up to **5% of participants** can be served under WIOA's exception rule, allowing support for youth with significant barriers to employment.

The region's programs emphasize **work-based learning** to prepare youth for real-world employment. Activities include:

- **Paid and Unpaid Work Experiences:** Year-round and summer employment opportunities provide hands-on training in fields aligned with participants' career interests.

- **Pre-Apprenticeships:** Foundational training for entry into registered apprenticeship programs.
- **Employer Partnerships:** Local businesses collaborate to offer mentoring, job shadowing, and hands-on training opportunities tailored to workforce needs.

All work experience agreements are reviewed annually to ensure compliance with federal, state, and local **child labor and safety regulations**.

Partnerships with local agencies and organizations expand youth access to services and resources.

Key collaborators include:

- **Job Corps:** Assisting with enrollment preparation and vocational training for participants seeking trade-based careers.
- **Community Colleges:** Institutions such as Germanna, Rappahannock, and Eastern Shore Community Colleges provide dual enrollment opportunities and industry-aligned certifications.
- **Human Services Agencies:** Supporting youth with housing, mental health services, and childcare assistance to address barriers to participation.
- **Apprenticeship Programs:** Although apprenticeship opportunities remain limited, collaborations with Job Corps and local employers help youth access trade-focused training and career pathways.

Leadership development opportunities focus on teamwork, responsibility, and decision-making skills. Participants engage in **community service projects, peer mentoring, and team-building activities** that foster personal and professional growth.

Financial literacy education is delivered through the **Practical Money Skills curriculum**, covering topics such as budgeting, credit management, and savings strategies. Participants also receive individualized credit counseling and support for managing financial obligations, such as court fees and fines.

Follow-up services are provided for at least **12 months** after program completion, ensuring participants maintain success in employment or education. Services include:

- Regular check-ins to address challenges and provide encouragement.
- Assistance with job retention, conflict resolution, and career counseling.
- Continued access to leadership development, supportive services, and career advancement resources.

The Bay Consortium Workforce Development Area does not currently implement a **pay-for-performance policy** for youth activities but remains open to exploring this model as a potential strategy to incentivize measurable outcomes.

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

[WIOA Sec. 108(b)(7)]

The Bay Consortium Region offers a range of employment and training activities for adult and dislocated workers through its network of **Virginia Career Works centers**. These services are designed to provide individuals with the skills, resources, and support necessary to obtain sustainable employment, transition to new industries, and advance in their careers. Services are delivered in partnership with community colleges, training providers, and local employers to align with regional industry needs.

The region's career services are provided at three **Virginia Career Works centers**, located in Fredericksburg, Warsaw, and Onley, with staff and partners delivering **basic, individualized, and follow-up services**.

- **Basic Career Services** are universally accessible and include outreach, intake, and orientation to workforce system services. Participants receive access to labor market

information, job listings, and workshops on resume writing, interview preparation, and financial literacy. Initial skill assessments help connect individuals to appropriate services and training opportunities.

- **Individualized Career Services** are available to participants requiring more comprehensive support. These services include detailed skill assessments, career counseling, and development of **Individualized Employment Plans (IEPs)**. Referrals to occupational skills training programs are provided, focusing on in-demand certifications such as CDL licensure, CNA training, and welding. Case managers work closely with participants to align their goals with training opportunities and regional labor market needs.
- **Follow-Up Services** are offered to participants for at least 12 months after program completion or employment placement. These services include ongoing career counseling, job retention support, and referrals to additional resources, ensuring participants maintain and advance in their careers.

The Bay Consortium Region defines **self-sufficiency** as earning a wage sufficient to meet an individual's or family's basic needs without public assistance. This threshold is determined using federal poverty guidelines, the Lower Living Standard Income Level (LLSIL), and regional cost-of-living data. For employed individuals seeking training to advance their careers, self-sufficiency is defined as wages that are less than 150% of the LLSIL for family size. This ensures training services are targeted to individuals who require upskilling or credentialing to achieve financial independence.

The region identifies several groups as **hard-to-serve populations** due to the barriers they face in accessing education, training, and employment opportunities. These include:

- **Individuals with Disabilities** who may require accommodations or assistive technology.

- **Low-Income Individuals** who lack financial resources to participate in training or secure stable employment.
- **Individuals with Limited English Proficiency** who face language barriers in accessing workforce programs.
- **Dislocated Workers** who need retraining to transition to new industries after layoffs or closures.
- **Older Workers** who may face age-related barriers in accessing modern training or employment opportunities.
- **Substance Abuse Survivors** who may need additional support to become job-ready and maintain stable employment.
- **Ex-Offenders** who experience significant challenges re-entering the workforce.

Workforce programs in the region address these barriers by offering tailored services, including language and literacy training, supportive services such as transportation and childcare, and referrals to specialized community resources.

The capacity to deliver workforce development services in the region is strengthened by its partnerships with community colleges, local employers, and state agencies. Community colleges such as Germanna, Rappahannock, and Eastern Shore offer training programs in high-demand fields, including CDL driving, welding, and healthcare. Dislocated workers benefit from access to short-term training programs and certifications that prepare them for jobs in industries like logistics, manufacturing, and IT.

Virginia Career Works centers serve as central hubs for delivering services, providing seamless access to career counseling, training opportunities, and supportive resources. Investments in broadband and virtual learning platforms have further expanded access to education and training for rural residents, reducing geographic barriers and enabling greater participation in workforce programs.

Looking ahead, the Bay Consortium Region aims to enhance its workforce development system by expanding credentialing opportunities, increasing employer partnerships, and improving access to supportive services. These efforts will help address skill gaps, reduce barriers to participation, and ensure that adult and dislocated workers have the resources they need to achieve long-term career success.

Section 2: Strategic Vision and Goals

Please answer the questions in Section 2 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

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 Bay Consortium Workforce Development Board (BCWDB) is dedicated to building a skilled and adaptable workforce that supports existing employers, attracts new industries, and promotes long-term economic growth across the region. Our mission is to fulfill the goals of WIOA and Virginia's workforce strategy by offering comprehensive, customer-driven services that connect employers, job seekers, youth, and education providers. These efforts create pathways to employment and economic opportunity for all residents, particularly youth and individuals with barriers to employment.

Our vision is to ensure the region remains competitive by cultivating a workforce that meets the demands of key industries while preparing for the jobs of the future. This vision is built on the principles of **compassion, inclusion, job security, opportunity, and stewardship**, which guide all workforce activities in the region.

Goal 1: Funding

Expand funding opportunities by identifying and securing diverse revenue sources to effectively achieve organizational goals.

- **1.1:** Identify ways to decrease dependency on Title 1 funds and continue to increase overall revenue streams.
- **1.2:** Collaborate with the grant writer to expand the grant portfolio, improve grants management, and pursue new funding opportunities.

- **1.3:** Monitor funding sources regularly to ensure alignment with and support for organizational goals.

Goal 2: Program Development and Implementation

Coordinate workforce partners to deliver comprehensive programs and services that meet the needs of job seekers and employers.

- **2.1:** Expand the reach of Business Service Teams to provide responsive and innovative employer services.
- **2.2:** Deliver innovative training and support services to job seekers through Virginia Career Works Centers.
- **2.3:** Develop and implement staff training on compliance tracking and documentation maintenance to ensure consistency.
- **2.4:** Streamline and standardize employer and job seeker services across the Bay Consortium Workforce Development Board.

Goal 3: Business and Community Outreach

Enhance the outreach, connectivity, visibility, and viability of the BCWDB as a valued resource to employers and the community.

- **3.1:** Evaluate and revise the outreach plan to strengthen connections with regional employers, education providers, and community stakeholders.
- **3.2:** Host quarterly engagements with local and regional stakeholders to foster collaboration and explore new outreach opportunities.
- **3.3:** Collaborate regularly with community organizations to align services and enhance collaboration by expanding outreach efforts to better connect with underserved or hard-to-reach populations.

The goals of the BCWDB align with WIOA's primary performance indicators, including employment rates, credential attainment, measurable skill gains, and employer satisfaction. By

focusing on expanding funding, improving program delivery, and strengthening outreach, the BCWDB ensures its workforce system contributes to regional economic growth and supports individuals in achieving economic self-sufficiency.

For example, funding expansions under **Goal 1** directly support the **credential attainment rate** by enabling access to industry-aligned training programs. Similarly, program development under **Goal 2** addresses employment outcomes and measurable skill gains through targeted training in high-demand industries like healthcare, logistics, and IT. Finally, outreach initiatives under **Goal 3** improve employer satisfaction by strengthening partnerships and ensuring workforce programs remain responsive to labor market needs.

The BCWDB is committed to creating opportunities for youth and individuals with barriers to employment. Programs such as **TransfrVR career exploration** and **distance learning platforms** expand access to training for rural and underserved populations. Supportive services, including transportation assistance, childcare, and broadband access, help reduce barriers to workforce participation. By maintaining a focus on inclusivity, we aim to empower individuals to achieve long-term economic stability and success.

The BCWDB's strategy supports regional economic growth by aligning workforce programs with the needs of key industries, such as healthcare, IT, advanced manufacturing, and hospitality. Partnerships with local employers ensure that training programs remain relevant and responsive, creating a talent pipeline that meets the evolving demands of the region's economy. Enhanced outreach efforts also aim to attract and retain talent, reducing commuter outflows and strengthening the local labor market.

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: virginiaworks.gov). [WIOA Sec. 108(b)(22)]

The Bay Consortium Workforce Development Board (BCWDB) is fully committed to aligning its strategic vision and goals with the Virginia Combined State Plan for Program Years 2024–2027.

This alignment ensures that our local workforce initiatives contribute to the Commonwealth’s goals of fostering economic growth, preparing a skilled workforce, and ensuring equitable access to services.

Our strategic goals reflect the state’s focus on integrating workforce development with economic development, preparing workers for in-demand career pathways, and expanding access to services for individuals with barriers to employment. The table below highlights how BCWDB’s goals align with the strategies outlined in the Virginia Combined State Plan:

Table: Alignment of BCWDB Goals with Virginia Combined State Plan Strategies

BCWDB Strategic Goals	Virginia Combined State Plan Strategies
Goal 1: Funding	Aligning Workforce Development with Economic Development: By expanding funding opportunities, BCWDB ensures resources are available to align workforce training with regional economic needs.
- Identify ways to decrease dependency on Title 1 funds and continue to increase overall revenue streams.	- Integrate workforce development with economic development initiatives to support local industries and job creation.
- Collaborate with grant writers to expand the grants portfolio.	- Leverage funding to expand training opportunities for high-demand industries.
- Monitor funding to ensure alignment with organizational goals.	- Encourage local partnerships to enhance program sustainability.
Goal 2: Program Development and Implementation	Preparing Virginia’s Workers for Current and Future Career Pathways: BCWDB coordinates programs to ensure workers are equipped with in-demand skills.
- Expand the reach of Business Service Teams to support employers.	- Develop career pathways aligned with high-demand occupations that provide competitive wages.
- Provide responsive and innovative training for job seekers.	- Deliver skills training to meet employer needs and increase measurable skill gains.
- Train staff to ensure consistent and compliant service delivery.	- Build a workforce ready to support Virginia’s economic growth and competitiveness.
- Streamline employer and job seeker services across the region.	- Promote seamless service delivery by leveraging partnerships across the workforce system.
Goal 3: Business and Community Outreach	Ensuring Access to Workforce Services: By enhancing outreach and collaboration, BCWDB ensures equitable access to workforce services for all individuals.

BCWDB Strategic Goals	Virginia Combined State Plan Strategies
- Revise outreach plans to connect with employers and stakeholders.	- Expand outreach to underserved populations and those with barriers to employment.
- Engage quarterly with local and regional stakeholders.	- Ensure accessibility and inclusivity in workforce services across all regions.
- Collaborate with community partners to align and enhance services.	- Foster stronger relationships with businesses, community organizations, and education providers to align services regionally.

The BCWDB’s strategic vision and goals are designed to support the state plan’s priorities in a seamless and integrated manner. By expanding funding opportunities, improving the alignment of workforce programs with industry needs, and enhancing outreach efforts, BCWDB ensures that workforce services meet the needs of job seekers and employers across the region. This alignment strengthens the regional economy and ensures access to meaningful career opportunities for all residents, including those with barriers to employment.

2.3 Taking into account the analyses described in 1.1 through 2.2, describe a strategy to work with the entities that carry out the core programs to align resources available to the local area to achieve the local board’s strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

The Bay Consortium Workforce Development Board (BCWDB) works closely with partners carrying out the core WIOA programs to align resources and ensure we’re all moving toward the same vision: building a skilled and adaptable workforce that supports local industries, creates opportunities for economic self-sufficiency, and drives regional economic growth. By focusing on collaboration, resource sharing, and seamless service delivery, we’re able to meet the needs of both job seekers and employers while advancing the goals outlined in our strategic plan. We rely on strong collaboration with core program partners under WIOA Titles I–IV, including Adult, Dislocated Worker, Youth, Wagner-Peyser Employment Services, Adult Education and Literacy, and Vocational Rehabilitation. Much of this collaboration happens through the **Virginia Career Works (VCW) centers** in Fredericksburg, Warsaw, and Onley, which serve as central hubs

for integrated service delivery. These centers bring partner staff and services together under one roof, making it easier for job seekers to access everything they need in one place.

Coordinated Workforce Planning is another key piece of the puzzle. Regular meetings with program partners allow us to plan jointly, share resources, and develop strategies to address the region's workforce needs, particularly in high-demand sectors like healthcare, logistics, IT, and advanced manufacturing. As our one-stop operator, **Rappahannock Goodwill Industries** ensures these efforts are aligned and that we're meeting both compliance requirements and the goals of the BCWDB.

To achieve our goals, we focus on aligning resources, funding, and programs with industry demand and participant needs.

Training programs are a cornerstone of this work. We collaborate with community colleges and training providers to deliver certifications in areas like CDL licensure, CNA training, welding, and cybersecurity. These programs directly address skills gaps in high-demand industries while giving participants the credentials they need to succeed.

Supportive services are just as critical. Access to childcare, transportation, and broadband ensures that individuals facing barriers—particularly those in rural areas like PDs 17 and 22—can participate fully in workforce programs. Without these supports, many individuals wouldn't be able to access the training or job opportunities they need.

We also place a high priority on **employer engagement**. Business Service Teams connect directly with employers to ensure our programs are responsive to labor market trends. Whether it's expanding apprenticeships, developing customized training programs, or promoting work-based learning opportunities, these partnerships help us align workforce development with the needs of local businesses.

Everything we do ties back to the goals outlined in our strategic plan:

- **Goal 1: Funding** is supported by collaborative grant applications and partnerships that bring in additional resources to expand workforce programs.
- **Goal 2: Program Development and Implementation** is achieved through coordinated service delivery at VCW centers, ensuring consistency and quality across the region.
- **Goal 3: Business and Community Outreach** is strengthened by joint efforts with partners to connect with employers, community organizations, and underserved populations.

By aligning resources with these goals, we ensure that our workforce system is effective, efficient, and meeting the needs of our region.

Inclusion and access are at the heart of our strategy. We work with partners to deliver targeted services for youth, individuals with disabilities, veterans, and others who face barriers to employment. Tools like **TransfrVR career exploration** and distance learning platforms open up training opportunities for rural and underserved communities, helping more people gain the skills they need to succeed.

The BCWDB is committed to continuous improvement. We regularly evaluate partner performance and gather feedback from job seekers and employers to ensure we're delivering the highest-quality services. By staying flexible and focused on collaboration, we can continue aligning resources in ways that address regional workforce challenges and support our long-term vision.

Through these efforts, we're confident that we can meet the goals of our strategic plan while contributing to the growth and resilience of the Bay Consortium Region.

2.4 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).

VCW Bay Consortium strives for continual improvement of its partner relationships, coordination of services, and resource sharing throughout the region. Specific roles and resource contributions are detailed in the [One-Stop Memorandum of Understanding \(MOU\)](#). Partner staff hold regularly scheduled **One-Stop Operational Partner meetings** to explore additional resource-sharing opportunities that strengthen integrated service delivery for both job seekers and employers. The programs included in the system are outlined in the table below:

Table: Programs, Partner Organizations, and Authorization/Category

Program	Partner Organization	Authorization/Category
VA Career Works One Stop Operator (Comprehensive)	Rappahannock Goodwill Industries	WIOA Title I Program WIOA Adult, Dislocated Worker Programs
VA Career Works Affiliate (Affiliate)	Rappahannock Goodwill Industries	WIOA Title I Program WIOA Adult, Dislocated Worker Programs
WIOA Adult and Dislocated Worker (Affiliate)	Rappahannock Community College	WIOA Title I Program WIOA Adult, Dislocated Worker Programs
WIOA Youth Program (Comprehensive)	Eastern Shore Community College	WIOA Title I Program
WIOA Youth Program (Affiliate)	Rappahannock Goodwill Industries	WIOA Title I Program
WIOA Youth Program (Affiliate)	Rappahannock Community College	WIOA Title I Program
Wagner-Peyser Employment Services	Virginia Works	Employment Services program, authorized under Wagner-Peyser Act, as amended by WIOA Title III providing the state’s labor exchange

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

Section 3: Local Area Partnerships and Investment Strategies

Please 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

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

The workforce development system in the Bay Consortium Region delivers a range of services through a network of partners, programs, and **Virginia Career Works (VCW) centers**. These services are designed to meet the needs of both job seekers and employers while fostering regional economic growth. The region includes one high-performing comprehensive VCW center in Fredericksburg and three affiliate centers in Warsaw, Onley, and other areas, ensuring broad geographic access. All centers provide co-located or virtual access to partner services, creating a seamless customer experience.

The workforce development system integrates a wide variety of programs that address the needs of job seekers and employers. The table below outlines the programs, partner organizations, and their respective authorizations or categories:

Table: Programs, Partner Organizations, and Authorization/Category

Program	Partner Organization	Authorization/Category
VA Career Works One Stop Operator (Comprehensive)	Rappahannock Goodwill Industries	WIOA Title I Program WIOA Adult, Dislocated Worker Programs
VA Career Works Affiliate (Affiliate)	Rappahannock Goodwill Industries	WIOA Title I Program WIOA Adult, Dislocated Worker Programs
WIOA Adult and Dislocated Worker (Affiliate)	Rappahannock Community College	WIOA Title I Program WIOA Adult, Dislocated Worker Programs

Program	Partner Organization	Authorization/Category
WIOA Youth Program (Comprehensive)	Eastern Shore Community College	WIOA Title I Program
WIOA Youth Program (Affiliate)	Rappahannock Goodwill Industries	WIOA Title I Program
WIOA Youth Program (Affiliate)	Rappahannock Community College	WIOA Title I Program
Wagner-Peyser Employment Services	Virginia Works	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
WIOA Title IV Program	Virginia Department for Aging & Rehabilitative Services	Virginia Department for Aging & Rehabilitative Services
Title V of the Older Americans Act (Comprehensive)	Healthy Generations/Rappahannock Agency on Aging	Title V of the Older Americans Act of 1965
Title V of the Older Americans Act (Affiliate)	Bay Aging	Title V of the Older Americans Act of 1965
Title V of the Older Americans Act (Affiliate)	Eastern Shore Area Agency on Aging/Eastern Shore Community Action Agency	Title V of the Older Americans Act of 1965
Job Corps	Job Corps	WIOA Title I Program, Subtitle C
Carl D. Perkins Career & Technical Education Act	Department of Education; Germanna Community College; Rappahannock Community College; Eastern Shore Community College	Postsecondary Career and Technical Education (CTE) programs under Carl D. Perkins Act of 2006
Trade Adjustment Assistance	Virginia Works	Authorized under Chapter 2 of Title II of the Trade Act of 1974
Veterans Employment & Training	Virginia Works	Veterans Transition Assistance Program and Virginia Values Veterans
Community Services Block Grant	Department of Health and Human Services/Social Services	Employment & Training Activities carried out under Community Services Block Grant Act (CSBG) 42 USC 9901 et seq.
Migrant Farm Worker Programs	Virginia Works	National Farmworker Jobs Program (NFJP) WIOA Section 167

Program	Partner Organization	Authorization/Category
Unemployment Compensation	Virginia Employment Commission	Federal Unemployment Tax Act Unemployment Insurance (UI programs under state unemployment compensation laws)
Indian and Native American Programs	Commission of Native American Affairs	Indian and Native American Programs (INA) WIOA Section 166, 29 USC 3221

The Bay Consortium Workforce Development Board ensures alignment and integration of services across all core programs and workforce initiatives through collaboration, regular communication, and co-location at VCW centers.

- Service Integration:** The co-location of core program partners at VCW centers allows for streamlined referrals and a unified approach to service delivery. For example, Wagner-Peyser staff coordinate with Title I case managers to connect participants with training and employment opportunities.
- Carl D. Perkins Programs:** Partnerships with community colleges ensure that Career and Technical Education (CTE) programs align with employer needs in high-demand fields such as healthcare, logistics, and IT.
- Accessibility and Compliance:** All programs comply with WIOA Section 188 and the ADA, ensuring accessibility for individuals with disabilities. DARS staff work closely with the BCWDB to provide assistive technology and accommodations when needed.
- One-Stop Operator Role:** Rappahannock Goodwill Industries, as the One-Stop Operator, facilitates collaboration among partners, monitors service delivery, and oversees the VCW center certification process.

The BCWDB works closely with the Consortium of Chief Elected Officials (CEOs) to ensure alignment with local priorities and effective oversight. This partnership includes:

- Establishing the local workforce vision in collaboration with the BCWDB.

- Appointing board members to represent key sectors such as business, education, and labor.
- Approving the annual budget and cost allocation plans for the region's VCW centers.
- Overseeing WIOA Title I programs and negotiating performance measures with the Commonwealth of Virginia.

Regular communication between the BCWDB and CEOs ensures that workforce activities remain transparent, accountable, and responsive to the needs of the region.

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 serves 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. 403-01, Change 1 Business Service Requirements 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]

The Bay Consortium Workforce Development Board (BCWDB) uses a comprehensive approach to engage employers, ensure the workforce development system meets local business needs, coordinate workforce programs with economic development efforts, and strengthen connections between the one-stop delivery system and unemployment insurance programs. These efforts are designed to foster strong partnerships with businesses and align workforce services with regional economic priorities.

Employer engagement is facilitated through local Business Service Teams (BSTs), which include representatives from Virginia Career Works (VCW), the Department for Aging and Rehabilitative Services (DARS), Adult Education, Postsecondary Education, and WIOA Title I service providers. These teams collaborate to address the needs of employers and provide tailored solutions. BSTs regularly engage with employers across key industries such as healthcare, IT, advanced manufacturing, and logistics to identify workforce challenges and develop customized strategies. Support includes recruitment assistance, job matching, and access to training programs such as on-the-job training, incumbent worker training, and customized training. Small businesses, in particular, receive focused support, including workforce consultations, access to regional talent pipelines, and help navigating workforce resources.

To ensure the workforce system remains aligned with business needs, the BCWDB fosters strong partnerships and maintains regular communication with employers. Industry roundtables and focus groups provide opportunities for business leaders to share insights on emerging workforce trends, challenges, and skill gaps. This input helps shape workforce programs and career pathways designed to address employer needs while creating opportunities for workers to advance. Rapid Response Teams provide critical support for businesses experiencing layoffs or closures by connecting affected workers to training and reemployment opportunities and helping employers navigate transitions.

The BCWDB collaborates closely with regional economic development organizations to align workforce strategies with broader economic goals. This partnership enables workforce and economic development teams to jointly plan initiatives, share labor market data, and coordinate efforts to attract and retain businesses. These collaborations often focus on grant applications to support workforce initiatives, such as sector strategies, industry-specific training programs, and infrastructure improvements. By aligning workforce services with regional economic

development priorities, the BCWDB ensures the workforce system is responsive to the needs of businesses and supports long-term economic growth.

Virginia Career Works centers strengthen connections between the one-stop delivery system and unemployment insurance programs by ensuring seamless integration of services for unemployment insurance claimants. Co-located services allow claimants to access career counseling, job search assistance, and training opportunities in a single location. Reemployment Services and Eligibility Assessments (RESEA) help identify claimants who require additional support to return to work, while integrated data systems allow workforce staff to track participants and provide appropriate services.

By engaging employers, coordinating workforce programs with economic development efforts, and integrating services for unemployment insurance claimants, the BCWDB ensures that the workforce system meets the needs of local businesses, job seekers, and workers while supporting regional economic growth.

3.3 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. [WIOA Sec. 108(b)(22)]

The purpose of career and training services in the Bay Consortium Region is to provide eligible individuals with the skills and resources necessary to achieve gainful employment or re-employment. To ensure these services are delivered equitably and effectively, the Commonwealth and the Bay Consortium Workforce Development Board (BCWDB) have developed a [Priority of Service Policy](#) that establishes a clear process and priority ranking system. This policy gives precedence to **veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient** when using WIOA funds for career and training services. The full **Bay Consortium WDB 02-02 Priority of Service Policy** is available [here](Bay Consortium WDB 02-02 Priority of Service Policy).

The BCWDB ensures that the **Virginia Career Works (VCW) centers** and the one-stop operator adhere to the Priority of Service Policy by providing formal guidance, regular training, and ongoing monitoring. This includes clearly defining how priority groups are identified, tracked, and served within the one-stop system. The one-stop operator is required to integrate this priority into service delivery by:

1. Conducting eligibility screenings to determine if participants fall into priority categories, such as public assistance recipients, low-income individuals, or those who are basic skills deficient.
2. Referring individuals from priority groups to career and training services as a first consideration, ensuring that WIOA-funded resources are allocated to those with the greatest need.
3. Maintaining accurate records of participants served under priority categories to track compliance with federal and state policies.

BCWDB staff conduct regular oversight of the one-stop operator to ensure compliance with the Priority of Service Policy. This includes reviewing service data, participant outcomes, and feedback to ensure that priority populations are receiving appropriate access to resources.

The BCWDB's Priority of Service Policy is operationalized through close coordination between the one-stop operator, WIOA service providers, and other workforce system partners. The policy is designed to align with the region's broader goals of addressing workforce barriers and supporting equitable access to opportunities. Specific steps taken to implement priority include:

- Ensuring that veterans, low-income individuals, and individuals who are basic skills deficient are identified at the point of entry into the system.
- Using the **Virginia Workforce Connection (VaWC)** system to document participant eligibility and track priority group representation.

- Providing case management and individualized service strategies that address the specific needs of priority participants, including supportive services like transportation and childcare.

The BCWDB monitors implementation of the Priority of Service Policy through routine evaluations and reporting. Service providers are required to demonstrate that WIOA-funded services are being delivered in compliance with the policy and that priority groups are receiving the intended benefits. BCWDB staff regularly review data to ensure that resources are effectively allocated to meet the needs of these populations, and corrective action is taken if disparities are identified. By aligning workforce services with the BCWDB's [Priority of Service Policy](#), the board ensures that WIOA resources are used to address the needs of those who face the greatest barriers to employment. This approach supports equitable access to career and training services while driving positive outcomes for the region's workforce.

3.4 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 Bay Consortium Workforce Development Board (BCWDB) has a long-standing history of collaboration with economic development agencies across the region. Leadership from these agencies actively participates on the Bay Consortium Workforce Development Board and the Chief Local Elected Officials Board, ensuring alignment between workforce and economic development strategies. Regular coordination between Virginia Career Works (VCW) center staff and economic development staff strengthens this relationship and ensures that workforce initiatives are fully integrated into regional economic goals.

Economic development agencies frequently refer their business clients to the **VCW Business Solutions Team** to access talent development support. In return, VCW staff work with these agencies to deliver customized services such as hiring events, recruitment assistance, and job

referral services. These collaborative efforts ensure that businesses—whether large or small—have access to the workforce resources they need to succeed and grow in the region.

The BCWDB also collaborates with local partners to promote entrepreneurial skills training and microenterprise services. The **Virginia Employment Commission (VEC)** plays a key role in supporting entrepreneurship by overseeing entrepreneurial skills training on a regular basis.

Additionally, the BCWDB partners with the **University of Mary Washington Small Business Development Center** and local Chambers of Commerce to connect aspiring entrepreneurs with the resources they need to launch and grow their businesses. These resources include access to workshops on business planning, financial management, and marketing, as well as mentorship opportunities and support for accessing small business loans and grants.

Promoting entrepreneurship also involves partnerships with local schools and Career and Technical Education (CTE) programs. These collaborations expose youth to entrepreneurial opportunities through business plan competitions, STEM-focused activities, and career pathways initiatives. By introducing students to self-employment as a viable career path, these efforts equip the next generation with the tools and confidence to innovate and succeed.

The BCWDB's commitment to aligning workforce investment activities with economic development strategies ensures that workforce programs are not only meeting the needs of local employers but also contributing to broader regional economic growth. Through these collaborations, we are able to address skill gaps, create opportunities for innovation, and support businesses in developing the talent they need to thrive.

3.5 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 (BCWDB) works closely with secondary and postsecondary education partners to coordinate strategies, enhance services, and avoid

duplication of efforts. These partnerships ensure that education and workforce programs align to provide seamless pathways to success for individuals seeking academic achievement, workforce readiness, and career advancement. Coordination occurs through the **Virginia Career Works (VCW) comprehensive center in Fredericksburg** and affiliate centers across the region, offering both in-person and virtual services.

Adult education programs in the VCW Bay Consortium region, supported by WIOA Title II, are critical partners in developing and maintaining career pathways that provide meaningful access to education and training for individuals acquiring basic skills. These programs are integrated into the workforce system through formal **Memorandums of Understanding (MOUs)** with One-Stop partners, which outline referral, co-enrollment, and service coordination processes. By collaborating with One-Stop staff and other workforce partners, adult educators ensure that participants benefit from seamless transitions between education and workforce services.

Key services provided by adult education programs include:

- **Adult Basic Education (ABE):** Foundational instruction in literacy, numeracy, and other essential skills to prepare participants for further training and employment.
- **English Language Learners (ELL) Programs:** Instruction to help non-native speakers improve language proficiency for the workplace.
- **GED Test Preparation and Testing:** Support for individuals pursuing their high school equivalency credential.
- **Integrated Education and Training (IET):** Programs that combine basic skills instruction with occupational training, ensuring participants build the foundational and technical skills needed for career success.
- **Transition Counseling:** Assistance for individuals moving from adult education classes into postsecondary education or workforce training programs.

Adult educators actively collaborate with postsecondary Career and Technical Education (CTE) programs, One-Stop centers, and community colleges to align their programs with the needs of local employers and ensure that pathways lead to industry-recognized credentials.

The BCWDB works with local school districts and Career and Technology staff to align academic programs with workforce needs and help students understand the connection between education and employment. This includes partnerships to:

- Foster **STEM (Science, Technology, Engineering, and Mathematics) initiatives** within schools and workplaces to expose students to high-demand fields.
- Provide access to internships, job shadowing, mentoring, summer programs, and labor market information to help students explore fulfilling career options.
- Develop career pathways that align with employer needs and promote academic and occupational success.

Through these efforts, the BCWDB ensures that students are equipped with the skills and knowledge needed to transition into the workforce or postsecondary education.

The BCWDB prioritizes coordination across partners to avoid duplication of services and maximize resources. By holding regular meetings with One-Stop partners, adult education providers, and secondary and postsecondary institutions, the Board facilitates communication, ensures alignment, and identifies opportunities for collaboration. Services are designed to complement one another, with clear referral processes and co-enrollment opportunities that ensure participants receive the full range of support they need.

For example, participants enrolled in adult education programs who also need workforce services are referred to WIOA Title I programs for career counseling, job placement, and access to training funds. This coordination allows for seamless transitions and avoids duplicating efforts between programs.

3.6 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. [WIOA Sec. 108(b)(22)]

The Bay Consortium Workforce Development Board (BCWDB) collaborates with three local

community colleges within the workforce area: **Germanna Community College (GCC),**

Rappahannock Community College (RCC), and Eastern Shore Community College (ESCC).

These partnerships are central to aligning workforce investment activities with regional economic needs and delivering high-quality training opportunities.

- **Germanna Community College (GCC):**

GCC has partnered with the BCWDB on several initiatives, including the **Job Driven National Emergency Grant**, where WIOA providers determined participant eligibility and GCC provided career coaching and training. GCC is actively represented on the local workforce board, ensuring its programs align with the region's workforce priorities.

- **Rappahannock Community College (RCC):**

RCC serves as the provider of WIOA Adult, Dislocated Worker, and Youth services in the Northern Neck and Middle Peninsula sub-areas. Through the **Critical Sectors Climate Resiliency Grant**, RCC expanded its **Emergency Medical Services (EMS) program**, addressing the regional demand for skilled healthcare workers. Additionally, RCC has led several cohorts of incumbent worker training in the millwright and maintenance fields in partnership with local paper and lumber companies. RCC is represented on the BCWDB and Youth Council, and the BCWDB's Executive Director serves on RCC's Business Management Advisory Committee.

- **Eastern Shore Community College (ESCC):**

ESCC is the sole provider of WIOA Adult, Dislocated Worker, and Youth services in its sub-area. With support from the **Critical Sectors Climate Resiliency Grant**, ESCC launched a **drone technology program**, which supports industries like agriculture and environmental

monitoring in the Eastern Shore region. ESCC is actively involved with the BCWDB and Youth Council, ensuring its training programs address workforce needs.

The BCWDB's collaboration with these community colleges ensures that workforce programs align with the needs of local industries and support career pathways for job seekers. By working together, the BCWDB and its education partners deliver effective training solutions that prepare individuals for high-demand careers while supporting regional economic growth.

3.7 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)]

The Bay Consortium Workforce Development Board (BCWDB) coordinates transportation and supportive services to ensure participants can access and complete workforce investment activities. These services are critical for addressing barriers to employment and enabling individuals to fully engage in training and career services provided through **Virginia Career Works (VCW) centers**.

Supportive services in the Bay Consortium region include transportation, childcare, dependent care, housing, and assistance with uniforms, tools, and other work-related needs, such as eyeglasses or protective gear. These services are provided to WIOA participants who are engaged in individualized career services or training activities. The BCWDB ensures that supportive services are available only after other funding options have been exhausted, adhering to the policies outlined in the **Bay Consortium Workforce Development Board Supportive Service policy**.

Supportive services are typically administered through:

- **Vouchers:** For items like transportation or food.
- **Direct Vendor Payments:** For services such as uniforms, rent, or utilities.
- **Reimbursements:** For customers who submit detailed receipts for approved expenses.

WIOA staff must follow procurement policies and are required to document all supportive services in participant case files. Services are contingent upon available funding, participant adherence to program requirements, and satisfactory progress in their career or training activities.

Transportation is one of the most significant barriers to employment in the Bay Consortium region, particularly in rural areas where public transit options are limited. To address this challenge, the BCWDB provides participants with transportation assistance, which may include:

- **Gas Cards or Fuel Vouchers:** To help participants commute to training programs or job sites.
- **Public Transportation Subsidies:** For participants who rely on buses or other transit systems.
- **Alternative Transportation Referrals:** In areas without public transit, staff work with participants to explore alternative transportation solutions, such as ridesharing or employer-provided shuttles.

Staff work closely with participants to ensure their transportation needs are identified and addressed during career planning.

Before authorizing supportive services using WIOA Title I funds, staff explore community-based resources and make referrals to other agencies where appropriate. This ensures that WIOA funds are used efficiently and only when no other resources are available. Staff follow up with referral agencies to document outcomes, whether assistance was provided or denied, and record this information in the participant's case file.

The BCWDB also collaborates with local community organizations and government agencies to expand access to supportive services. Partnerships with housing authorities, childcare providers, and other nonprofits allow WIOA staff to connect participants with additional resources to address their needs.

Supportive services are administered in accordance with BCWDB policies and are approved by WIOA program supervisors. Staff ensure compliance with all procurement and documentation requirements, and all services are contingent upon funding availability. Regular reviews of supportive services policies help ensure they remain aligned with the needs of participants and regional labor market demands.

By coordinating transportation and supportive services with workforce investment activities, the BCWDB ensures that participants can overcome barriers to employment and successfully complete their career and training goals. These services are a critical component of the workforce system, supporting individuals as they achieve economic self-sufficiency.

3.8 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)]

The Bay Consortium Workforce Development Board (BCWDB) works closely with Virginia Career Works to fully integrate Wagner-Peyser services into the one-stop delivery system. This collaboration ensures seamless access to workforce services for job seekers and employers while maximizing resource efficiency and avoiding duplication of efforts. Services under the Wagner-Peyser Act are delivered through **Virginia Career Works (VCW) centers**, where staff provide universal access to job search assistance, career counseling, recruitment support, and reemployment services for unemployment insurance claimants.

Wagner-Peyser staff are co-located at VCW centers and collaborate with WIOA Title I providers to deliver a comprehensive array of services. Job seekers benefit from integrated support that includes career counseling, resume preparation, job referrals, and access to training opportunities. Employers receive assistance with posting job openings, recruitment, job fairs, and guidance on analyzing hard-to-fill positions or restructuring jobs to meet changing business needs. The integration of services also allows Wagner-Peyser staff to provide specialized support for

vulnerable populations, such as veterans, individuals with disabilities, ex-offenders, and migrant and seasonal farmworkers.

The BCWDB facilitates regular collaboration between Virginia Career Works staff and other workforce system partners through quarterly One-Stop Committee meetings. These meetings provide a platform to share updates, review labor market trends, and refine service delivery strategies. This collaboration ensures that workforce services are aligned with regional labor market demands while addressing the unique needs of local employers and job seekers.

Service delivery is further streamlined through the use of shared tools and systems like the **Virginia Workforce Connection (VaWC)**, the state's online labor exchange platform. VaWC allows job seekers to search for employment opportunities and employers to post job openings, ensuring a unified and efficient approach to labor exchange activities. Staff from all partner programs are trained in VaWC to ensure consistent and effective support for both participants and employers.

The BCWDB ensures that services are not duplicated by implementing clear processes for referrals and collaboration. Virginia Career Works staff work closely with WIOA Title I providers to ensure participants receive services tailored to their specific needs. For example, individuals who require additional career counseling or access to training funds are seamlessly referred to Title I programs. Similarly, all participant activities are tracked within VaWC to monitor progress and ensure coordination across programs. Regular reviews of participant files help maintain compliance and streamline service delivery.

Wagner-Peyser services are a vital component of the one-stop delivery system, particularly for unemployment insurance claimants. Virginia Career Works staff assist claimants in meeting work test requirements and provide reemployment services to help them transition back into the workforce quickly. This integration ensures that claimants not only meet their eligibility

requirements but also gain access to meaningful career opportunities through the broader workforce system.

By aligning Wagner-Peyser services with the one-stop system, the BCWDB ensures job seekers and employers receive cohesive, high-quality services tailored to their needs. The partnership with Virginia Career Works strengthens the workforce system's ability to respond to the region's economic demands while creating pathways to sustainable employment for individuals across the Bay Consortium Region.

3.9 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 (BCWDB) collaborates closely with adult education providers across the region to integrate workforce investment activities with literacy and foundational skills programs. These partnerships ensure that individuals who require basic skills instruction have access to the resources they need to pursue further education, training, and employment opportunities. Coordination occurs through the **Virginia Career Works (VCW) Fredericksburg Center** and affiliate centers, where services are accessible both in person and virtually, and through partnerships with WIOA core programs, including Title II.

The BCWDB has established [Memorandums of Understanding \(MOUs\)](#) with One-Stop partners, which outline referral, co-enrollment, and handoff processes to ensure seamless support for participants who need both workforce and education services. This collaboration allows for the development of career pathways that meet the needs of individuals acquiring foundational skills while addressing the priorities of regional employers.

Adult education providers play a key role in delivering services that align with workforce activities and avoid duplication. Services provided by Title II partners in the region include Adult Basic Education (ABE), English Language Learners (ELL) instruction, GED test preparation, low-level literacy tutoring, and integrated education and training (IET) programs. These programs

focus on building foundational skills while preparing participants for careers in high-demand fields like healthcare, IT, and advanced manufacturing. Transition counseling is also available to help individuals move from adult education to postsecondary training or employment.

The BCWDB supports this work by ensuring that adult education programs are integrated into workforce planning. Quarterly partner meetings bring together adult education providers, WIOA Title I staff, and other workforce system partners to share updates, address challenges, and align strategies. These meetings foster collaboration and improve service delivery for participants.

The BCWDB also oversees the review of local applications for WIOA Title II funding. During this process, the board evaluates applications to ensure they align with the region's workforce development plan and meet local labor market needs. Applications are assessed based on their ability to:

1. Align with the BCWDB's priorities and strategic goals.
2. Provide effective coordination with VCW centers and workforce partners.
3. Develop career pathways that connect foundational education with technical skills training.
4. Demonstrate strong partnerships with employers and other stakeholders.

Feedback is provided to the state to ensure funded programs address the needs of participants and employers while supporting the BCWDB's broader goals for workforce development.

Through these coordinated efforts, the BCWDB ensures that adult education and literacy activities are fully integrated into the region's workforce system. By aligning services, promoting collaboration, and ensuring accountability through the application review process, the BCWDB helps create a system that prepares individuals for success in education, employment, and beyond.

3.10 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 [WIOA Sec. 108(b)(22)]

The Bay Consortium Workforce Development Board (BCWDB) ensures a coordinated and strategic approach to engaging employers, forming new workforce development activities, and addressing workforce needs. This is accomplished by streamlining processes across the region's workforce development entities and creating collaborative relationships with businesses. The BCWDB is committed to eliminating duplicative efforts, maintaining consistency, and improving the overall experience for employers in the Bay Consortium Region.

The BCWDB follows established policies and protocols to coordinate business services and provide employers with seamless access to workforce development resources. To maximize efficiency, the BCWDB utilizes a “**single point of contact**” methodology, with the One-Stop Manager listed on the BCWDB website as the primary contact for employer inquiries. Inquiries are referred to a Business Services Team (BST) member within one business day, and employers receive an initial consultation within one additional business day.

The BCWDB Business Services Team convenes regularly to ensure that all employer engagement activities follow these key protocols:

- Build and maintain relationships with businesses and business-focused organizations.
- Integrate and streamline services provided to businesses, ensuring a cohesive approach.
- Provide employers with informational resources to support their workforce goals.
- Assist businesses with recruitment, onboarding, and training needs.
- Deliver customized services that address the specific needs of individual businesses.

Additionally, all Business Services Team (BST) members adhere to the following standards:

- Utilize **Virginia Career Works (VCW)** branding, Equal Opportunity (EO) language, and required funding taglines on outreach materials.
- Maintain confidentiality and ethical standards when handling business information.
- Share business intelligence across partners and strategize coordinated follow-up efforts.

- Participate in local and state-provided training, including cross-training, to remain current on workforce initiatives.

The BCWDB actively involves employers in the design and implementation of new workforce development initiatives to ensure alignment with industry needs. Employers are engaged through focus groups, roundtables, and sector partnerships, allowing them to provide direct input on workforce strategies and career pathway initiatives.

The BCWDB uses **industry focus groups** comprised of subject matter experts (SMEs) from targeted sectors, such as advanced manufacturing, healthcare, and IT. These focus groups typically include plant operators, line supervisors, quality control specialists, and human resources officers, ensuring representation from across the industry's organizational structure. Their role is to assess workforce initiatives, validate career pathway designs, and identify skill gaps or training needs that must be addressed.

By including employers in these conversations, the BCWDB ensures that workforce initiatives are both relevant and actionable, creating programs that produce job-ready candidates who meet employer expectations.

The BCWDB and its Business Services Team carry out several activities to address the specific workforce needs of employers in the region. These activities include:

1. **Customized Training Programs:** Workforce partners collaborate with employers to design training programs tailored to their specific needs. This may include on-the-job training (OJT), incumbent worker training, or customized training programs that align with industry demands.
2. **Recruitment Assistance:** The Business Services Team helps employers with job postings, candidate screening, hosting job fairs, and coordinating hiring events to streamline the recruitment process.

3. **Identifying Training Gaps:** Employers are asked to identify gaps in skills and training that prevent job seekers from being fully prepared for open positions. These gaps are addressed through program updates and new training initiatives.
4. **Collaborative Sector Strategies:** The BCWDB works with employers in targeted sectors to develop sector strategies and career pathways that meet industry-wide workforce needs. These strategies align training and education programs with regional economic goals.
5. **Work-Based Learning Opportunities:** Employers partner with the BCWDB to create apprenticeships, internships, and other experiential learning opportunities to build a pipeline of skilled workers.

These activities are coordinated across partners to ensure that employers experience seamless service delivery, from initial engagement to program implementation.

Section 4: Program Design and Evaluation

Please answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

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 Bay Consortium Workforce Development Board (BCWDB) works in collaboration with core WIOA programs and workforce partners to expand access to employment, training, education, and supportive services for eligible individuals, particularly those facing barriers to employment.

These efforts are guided by the **Virginia Career Works Memorandum of Understanding (MOU)**, which outlines how core programs integrate and align resources to ensure seamless access to services across the region.

The BCWDB's **Priority of Service Policy** ensures that resources are allocated to individuals with the greatest need. Priority is given to recipients of public assistance, low-income individuals, and individuals who are basic skills deficient. Specific priority groups and eligibility criteria are detailed in the [Bay Consortium WDB Priority of Service Policy](#), which ensures that services are equitably distributed and meet federal and state requirements.

The BCWDB follows a structured priority system to allocate WIOA funds for career and training services. Priority is given as follows:

1. **First Priority:** Recipients of public assistance and other low-income individuals who are veterans or eligible spouses.
2. **Second Priority:** Non-veteran recipients of public assistance and other low-income individuals.
3. **Third Priority:** Covered persons (veterans and eligible spouses) who do not meet the low-income or public assistance criteria.

Additionally, priority services are extended to individuals in specific target groups, including those who are basic skills deficient, high school dropouts, long-term unemployed, individuals with limited English proficiency, and individuals with felony convictions. These priority groups are eligible for both career services and training, with services tailored to meet their individual needs. The BCWDB ensures that WIOA funds are leveraged with other resources to maximize the number of customers served. Limited WIOA funds are prioritized for those most in need, and data related to target groups is captured in participant files to ensure compliance and accountability.

To expand access to services, the BCWDB collaborates with core WIOA programs, including Title I (Adult, Dislocated Worker, and Youth programs), Title II (Adult Education and Literacy), Title III (Wagner-Peyser Employment Services), and Title IV (Vocational Rehabilitation). This coordination ensures that eligible individuals, particularly those with barriers to employment, receive comprehensive support. Specific efforts include:

- **Streamlined Service Delivery:** The co-location of core program staff at **Virginia Career Works (VCW) centers** enables seamless referrals and shared resources, ensuring participants can access the full range of services without duplication.
- **Integrated Career Pathways:** Workforce and education partners work together to develop career pathways that combine foundational education with technical training, preparing participants for high-demand industries such as healthcare, IT, logistics, and advanced manufacturing.
- **Targeted Outreach:** The BCWDB conducts outreach to underserved populations, including rural residents, veterans, and individuals with disabilities, to ensure equitable access to workforce services.

The BCWDB prioritizes removing barriers to workforce participation by providing robust training and supportive services:

- **Training Opportunities:** Participants can access on-the-job training (OJT), apprenticeships, and customized training programs designed in collaboration with local employers. These programs ensure that individuals gain the skills and credentials needed for sustainable employment.
- **Supportive Services:** Services such as childcare, transportation assistance, housing referrals, and work-related supplies are provided to help participants overcome challenges and fully engage in workforce activities.

Youth programs under the WIOA funding stream are tailored to serve low-income youth aged 14 to 24 who face barriers to employment. At least 75% of local youth funds are used to serve out-of-school youth, ensuring resources are focused on those with the greatest need.

The BCWDB's efforts to expand access are rooted in a commitment to equity and continuous improvement. Data is regularly reviewed to assess service delivery outcomes and ensure resources are effectively meeting the needs of priority populations. By leveraging technology, fostering collaboration across partners, and refining service delivery strategies, the BCWDB ensures that all eligible individuals have the opportunity to access meaningful workforce services and achieve economic self-sufficiency.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions, to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]

The Bay Consortium Workforce Development Board (BCWDB) is committed to developing career pathways that improve access to education, training, and employment opportunities while leading to recognized postsecondary credentials. These career pathways are designed to meet the needs of both job seekers and employers, providing clear and structured steps for individuals to advance in their careers and earn industry-recognized credentials that are portable and stackable.

The BCWDB works closely with WIOA core program partners, community colleges, K-12 education systems, employers, and training providers to develop and implement career pathways that align with local and regional workforce needs. This collaborative approach ensures that career pathways are relevant to high-demand industries and accessible to individuals with varying levels of skills and experience.

Key components of the BCWDB's approach include:

- **Labor Market Alignment:** The BCWDB uses real-time labor market data from tools such as **JobsEQ** and local employer feedback to identify high-demand industries and occupations. These insights guide the development of career pathways in fields such as healthcare, IT, advanced manufacturing, logistics, and construction.
- **Partnerships with Education Providers:** The BCWDB partners with community colleges, such as Germanna Community College, Rappahannock Community College, and Eastern Shore Community College, to design programs that provide industry-recognized credentials and certifications. These programs include both short-term training opportunities and longer-term degree pathways that are stackable and portable.
- **Engaging Employers:** Employers are actively involved in the design and validation of career pathways to ensure training programs align with real-world skill needs. Employer input is gathered through focus groups, sector partnerships, and advisory committees.

The BCWDB prioritizes **Integrated Education and Training (IET)** programs, which allow participants to simultaneously develop foundational skills and earn technical credentials. These programs are particularly valuable for individuals with barriers to employment, as they provide an efficient pathway to workforce readiness and career advancement.

Adult education providers collaborate with workforce partners to deliver IET programs that integrate basic skills instruction, such as literacy or English language acquisition, with

occupational training. For example, participants may simultaneously prepare for their GED while earning a certification in healthcare or IT.

The BCWDB works to ensure that career pathways provide access to recognized postsecondary credentials that are industry-recognized, portable, and stackable. This approach allows individuals to build on their education and training as they advance in their careers. Examples of these credentials include:

- **Industry Certifications:** Short-term, specialized training programs leading to certifications such as CDL licensure, Certified Nursing Assistant (CNA), and CompTIA certifications for IT professionals.
- **Associate Degrees:** Community colleges in the region offer associate degree programs that align with career pathways, allowing participants to stack credentials toward higher educational achievements.
- **Apprenticeships:** Apprenticeship programs combine on-the-job training with classroom instruction, allowing participants to earn credentials while gaining practical experience.

The BCWDB ensures that participants are supported throughout their career pathway journey by providing career counseling, case management, and supportive services through **Virginia Career Works (VCW) centers**. These services include:

- Guidance on selecting career pathways that align with participants' skills, interests, and goals.
- Assistance with accessing training programs, financial aid, and supportive services such as childcare and transportation.
- Follow-up services to track progress and provide additional support as participants advance through their chosen pathways.

The BCWDB regularly evaluates the effectiveness of career pathways through data analysis, employer feedback, and participant outcomes. This ensures that pathways remain responsive to

changing labor market needs and continue to provide individuals with meaningful opportunities for career advancement.

Through these efforts, the BCWDB facilitates the development of career pathways that improve access to education and training, lead to recognized postsecondary credentials, and prepare individuals for sustainable careers in high-demand industries.

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 (BCWDB) has made significant progress in streamlining the co-enrollment process to maximize efficiencies and ensure participants can access a full range of workforce programs. A key advancement has been the introduction of the **local common intake form**, which plays an essential role in identifying and optimizing co-enrollment opportunities. This tool helps streamline participant entry into multiple programs, ensuring individuals receive the comprehensive support they need to achieve their career and training goals.

The BCWDB's collaboration with **Virginia Career Works** and the Governor's office has been a major catalyst for improving coordination among partners. These efforts have strengthened the ability of the region's workforce system to effectively utilize resources while reducing duplication. Enhanced coordination has also helped bridge gaps between programs, creating more seamless pathways for participants.

A key focus has been the development of a **comprehensive client data-sharing system** to ensure all workforce partners have access to up-to-date participant information. This system reduces redundancy, improves service delivery, and ensures participants benefit from the full array of services available through WIOA core programs. As these systems evolve, the emphasis remains

on improving interoperability, standardizing data entry processes, and training staff to ensure data quality and consistency across all partner agencies.

Co-enrollment is a critical strategy for leveraging resources and providing participants with holistic services. For example, participants enrolled in WIOA Title I for training may also receive Adult Education services under Title II to improve literacy or earn their GED, while accessing job search assistance under Title III. Individuals with disabilities can co-enroll in Vocational Rehabilitation services (Title IV) for job coaching and accommodations while receiving supportive services and training funds under Title I.

The **Virginia Workforce Connection (VaWC)** system facilitates co-enrollment by allowing workforce partners to track services, monitor progress, and ensure that participants are receiving complementary services without duplication. This shared system ensures a seamless experience for participants and enhances collaboration among partners.

While progress in co-enrollment has been significant, the BCWDB recognizes areas where further enhancements can strengthen the process:

- **Data Quality and Standardization:** Ensuring all partners adhere to standardized data collection practices is critical to maintaining consistent and accurate participant records. Ongoing staff training and oversight help address potential discrepancies in data entry.
- **System Interoperability:** Improving the technical integration of data systems across workforce programs will reduce delays in data sharing and enhance the efficiency of co-enrollment decisions.
- **Client-Centered Communication:** Efforts are being made to improve communication with participants to ensure they are aware of all co-enrollment opportunities and understand how they can benefit from accessing multiple programs.

- **Staff Training and Capacity:** As co-enrollment expands, increasing staff capacity and providing ongoing professional development are essential to maintaining high-quality service delivery.
- **Monitoring and Evaluation:** Regular monitoring and evaluation of the co-enrollment process help identify gaps, inefficiencies, and opportunities for improvement. Continuous feedback loops ensure the system remains responsive to participant needs and resource demands.

As co-enrollment efforts expand, scalability remains a focus. This includes ensuring technological systems and staff capacity can support a growing number of participants and programs.

Additionally, while coordination with the Commonwealth's state-level initiatives has been valuable, maintaining the flexibility to address local workforce needs remains critical. The BCWDB continues to balance alignment with state goals while adapting to the unique demands of the region.

Through these efforts, the BCWDB ensures that co-enrollment maximizes the use of available resources, reduces redundancy, and provides participants with access to comprehensive services. These strategies strengthen the region's workforce system, enabling individuals to achieve meaningful employment and long-term success.

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 (BCWDB) ensures continuous improvement of eligible providers through regular training, guidance, and oversight. Workforce partners receive training from their sponsoring agencies and are updated on process and policy changes as needed.

When new policies are issued by the **U.S. Department of Labor (DOL)** or the **Virginia**

Department of Workforce Development & Advancement (VA Works), all partners are trained to align practices across the system. Workforce partners meet regularly to address challenges, share updates, and improve service delivery. The continuous improvement process **Identify/Measure, Plan, Do, Assess, Revise** is used to ensure providers consistently meet the needs of employers, workers, and job seekers.

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)]

The Bay Consortium Workforce Development Board (BCWDB) ensures access to services through **Virginia Career Works (VCW) centers**, the **Virginia Workforce Connection (VaWC)** system, and partnerships with community organizations. These efforts ensure that individuals, including those in remote and underserved areas, can access employment, training, and supportive services. The **Virginia Workforce Connection (VaWC)** is the Commonwealth's WIOA system of record and is used for intake, case management, and service tracking. All WIOA Title I participants have their case file information stored virtually on the VaWC platform, allowing workforce partners to coordinate services efficiently. The system enables job seekers to develop career plans, search for employment opportunities, and access labor market data. Employers can also connect with qualified candidates and post job openings, making it a valuable tool for both job seekers and businesses.

For individuals without access to technology, the BCWDB works with local libraries and community organizations to ensure alternative access points are available. VCW staff regularly assist participants at these locations, using portable laptops to help individuals create resumes, apply for jobs, and navigate the VaWC system. This approach ensures that workforce services are accessible, even in areas where technology is limited.

The BCWDB serves rural and remote areas of the region by utilizing mobile services and temporary satellite locations. Workforce staff host career fairs, workshops, and recruitment events in these areas to bring services directly to residents who may otherwise face transportation or accessibility challenges. This ensures that individuals across the region can connect with workforce resources without the need to travel long distances.

The BCWDB prioritizes accessibility to ensure that all individuals can benefit from workforce services. VCW centers and virtual platforms comply with accessibility standards and provide accommodations as needed to meet the needs of individuals with disabilities or barriers to participation.

Through the use of technology, community partnerships, and mobile outreach, the BCWDB ensures that services provided through the one-stop delivery system are accessible to all residents, regardless of geographic or technological barriers.

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 Virginia Career Works (VCW) centers comply with **WIOA Section 188** and the applicable provisions of the **Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.)** to ensure the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. Staff training and support are provided to address the needs of individuals with disabilities effectively and equitably.

The One-Stop Operator, in partnership with the **Virginia Department for Aging and Rehabilitative Services (DARS)**, has expanded opportunities for individuals with disabilities to access training, employment, vocational rehabilitation, and other support services. One-Stop Operator staff, along with the Bay Consortium Workforce Development Board's (BCWDB) ADA

Compliance staff (EO Officer), work collaboratively to ensure all VCW centers meet Federal, state, and local accessibility requirements.

When an individual requests an accommodation, VCW staff coordinate with Disability Employment/ADA Compliance staff to provide the necessary resource. If the resource is unavailable internally, VCW centers work to procure it from a partner agency or an approved third-party vendor, ensuring participants have equitable access to all programs and services.

Virginia Career Works, in partnership with DARS and the BCWDB, conducts annual **Equal Opportunity (EO) trainings** for VCW center staff. These trainings, hosted by **Seena Foster of Title VI Consulting**, review WIOA Section 188 requirements and provide updates on EO/ADA processes. The training ensures that staff receive ongoing professional development to maintain compliance and improve service delivery for individuals with disabilities.

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 2014-2027 One-Stop Center Memorandum of Understanding, found here:

<https://www.vcwbay.com/wp-content/uploads/BCWDB-MOU-PY24-27-Fully-Executed.pdf>

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)]

The Bay Consortium Workforce Development Board (BCWDB) utilizes the **Virginia Workforce Connection (VaWC)** as the primary system of record for all WIOA Title I services and case management activities. This platform enables one-stop staff and partners to maintain participant records, track service delivery, and monitor outcomes across programs, ensuring streamlined and efficient service delivery.

To meet the **Virginia Board of Workforce Development's (VBWD)** goal of increasing awareness, accessibility, and usage of the Virginia Career Works Job Seeker Workforce Services Referral Portal, the BCWDB has implemented a **Portal Utilization Policy**. This policy provides workforce partners with clear guidance on leveraging the Portal to improve efficiency, transparency, and outcomes for job seekers and employers. The Portal is monitored daily to ensure referrals are promptly directed to the appropriate workforce partners.

All WIOA Title I participant case files are stored electronically in VaWC, allowing workforce partners to maintain a centralized and consistent system of record. For participants who were enrolled prior to the transition to electronic case files, their updated or modified case file items are also stored electronically in VaWC, ensuring continuity and accessibility. This centralized system reduces duplication and enhances coordination among workforce partners.

In addition to VaWC, each jurisdiction within the Bay Consortium Region maintains its local system of record for operational purposes. This ensures that workforce staff can access necessary participant information while maintaining alignment with the region's broader technology-enabled case management framework.

By utilizing VaWC and the Virginia Career Works Referral Portal, the BCWDB and its one-stop partners continue to improve service delivery through increased efficiency, enhanced data accuracy, and seamless collaboration among workforce programs.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners. [WIOA Sec. 108(b)(22)]
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The services provided by each partner mandated by federal and state law, and other optional partners can be found within the 2024-2027 One-Stop Center Memorandum of Understanding, found here: <https://www.vcwbay.com/wp-content/uploads/BCWDB-MOU-PY24-27-Fully-Executed.pdf>

G. Identify the Virginia Workforce Center Operator for each site in the local area. [WIOA Sec. 108(b)(22)]

The VCW Bay Consortium region has three 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: Northern Neck Center

487 Main Street

Warsaw, VA 22572

Area Served: Richmond, Westmoreland, Lancaster, Northumberland, Essex, Middlesex, Mathews, King and Queen, and King William Counties

VA Career Works Eastern Shore Center

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). [WIOA Sec. 108(b)(22)]

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 2024-2027 One-Stop Center Memorandum of Understanding, found here:

<https://www.vcwdb.com/wp-content/uploads/BCWDB-MOU-PY24-27-Fully-Executed.pdf>

I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers. [WIOA Sec. 108(b)(22)]
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VA Career Works: Northern Neck Center

487 Main Street

Warsaw, VA 22572

Area Served: Richmond, Westmoreland, Lancaster, Northumberland, Essex, Middlesex, Mathews, King and Queen, and King William Counties

VA Career Works Eastern Shore Center

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, are outlined in the [Bay Consortium WDB 00-02 Individual Training Account Policy with In-Demand Occupation List](#). This policy ensures that ITAs are used effectively to support participants in accessing training aligned with high-demand occupations while maximizing available resources.

WIOA funds are used for training only after all other sources of funding, such as Pell Grants and other federal, state, or local grants, have been pursued and deemed unavailable. If alternate funding sources cannot be secured in a timely manner, WIOA funds may be used to cover the initial semester of training, with documentation included in the client's file. Continued enrollment is expected to be funded through other sources whenever possible.

The **maximum training benefit per participant** is \$4,000, which includes tuition and supplies directly related to the training but does not include funds for accommodations required for disabilities, such as interpreters. Exceptions to the \$4,000 limit can be granted under the following conditions:

- **Up to \$6,000:** Approval by BCWDB staff is required, with written documentation and justification provided.
- **Over \$6,000:** Approval from the BCWDB Executive Director is required, with a detailed request outlining the rationale for the exception.

Participants must complete their WIOA-funded training within a 24-month period from the start of the program. Exceptions to this time limit may be granted for clients enrolled in degree programs addressing critical occupational shortages, with prior approval from BCWDB staff.

The ITA policy ensures that WIOA funds are used responsibly to provide participants with access to high-quality training programs that meet employer needs while maintaining flexibility to address individual circumstances.

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)]
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Under the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Bay Consortium Workforce Development Board (BCWDB) ensures that customers retain full control over the selection of training programs and eligible training providers, even when training services are delivered through training contracts. Customer choice is a core principle, empowering participants to select training that aligns with their individual development plans and career goals. Customers are required to select a training program that has been certified by a Local Workforce Development Board in Virginia. A complete list of eligible training providers and programs is available at <https://www.vawc.virginia.gov/>. Participants are provided with detailed

information about these training options and are supported by career counselors at Virginia Career Works (VCW) centers in making informed decisions.

To formalize their selection, participants must complete a "**Customer Choice in Training**" Form, which is available at all VCW centers. This ensures transparency and documentation of the customer's decision, safeguarding their right to choose training that meets their career goals and labor market needs.

By adhering to these processes, the BCWDB ensures customer choice remains at the forefront of all training services, whether delivered through ITAs or training contracts.

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 Virginia Works and coordinate the rapid response activities provided for the plant closures, disasters, etc.

Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs. [WIOA Sec. 108(b)(22)]

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. [WIOA Sec. 108(b)(22)]

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. [WIOA Sec. 108(b)(22)]

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 Bay Consortium Workforce Development Board (BCWDB) ensures that all goods and services, including WIOA Title I Adult, Dislocated Worker, and Youth services, are procured in accordance with the **Virginia Public Procurement Act (Va. Code Section 2.2-4300 et seq.)** and the **State and Local Government Conflict of Interests Act (Va. Code Section 2.2-3100 et seq.)**. These procurement practices are governed by the [Bay Consortium Workforce Development Board Procurement Manual](#) to ensure transparency, impartiality, and compliance with all applicable laws. Contracts for the provision of services are awarded through competitive sealed bidding or competitive negotiation. Each contract is issued for one year, with the option to renew annually for up to three years based on performance and the availability of funds. This approach ensures that service providers meet program expectations and remain aligned with regional workforce needs. In the event of a conflict between the Procurement Manual and the Virginia Public Procurement Act, the provisions of the Act take precedence.

The BCWDB uses a formal Request for Proposals (RFP) process to solicit and evaluate bids for WIOA services. RFPs outline the scope of work, performance expectations, and evaluation criteria and are advertised publicly to ensure broad participation. Proposals are reviewed by a selection committee and scored based on factors such as service quality, cost efficiency, the ability to leverage additional resources, and alignment with workforce priorities. Contracts are awarded to the most qualified bidders, ensuring that services are delivered effectively and efficiently.

To maintain accountability, the BCWDB regularly monitors contractor performance through reporting, site visits, and compliance reviews. These oversight activities ensure that contractors meet performance goals, adhere to program requirements, and deliver services that align with the needs of employers, workers, and job seekers in the Bay Consortium Region.

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

The jurisdictions of Accomack County, Caroline County, Essex County, the 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 have established a consortium in accordance with Section 107(c)(1)(B) of the Workforce Innovation and Opportunity Act (WIOA). The consortium designates Richmond County as the **grant recipient** for Title I funds under WIOA. Additionally, the consortium has designated **The Bay Consortium, Inc.** as the local fiscal agent and administrative entity for these funds. This structure ensures compliance with federal requirements while minimizing the risk of liability for disallowed costs.

The local fiscal agent and administrative entity are responsible for maintaining sufficient insurance coverage to protect the consortium from potential errors or omissions in administering these funds. While operational authority and responsibility remain with the local fiscal agent/administrative entity, the involvement of local elected officials ensures compliance with the requirements outlined in WIOA.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources. [WIOA Sec. 108(b)(22)]

The Bay Consortium Workforce Development Board (BCWDB) employs a collaborative and strategic approach to leveraging WIOA funds with other federal, state, local, and philanthropic resources. This strategy ensures that workforce programs maximize their impact and provide comprehensive services to job seekers, workers, and employers in the region.

The BCWDB actively seeks partnerships with local governments, community colleges, economic development organizations, and community-based organizations to align resources and expand program capacity. By coordinating with these entities, the BCWDB reduces duplication of efforts and enhances the delivery of services to participants.

To further maximize the use of WIOA funds, the BCWDB works closely with its Business Service Teams (BSTs) to engage employers in cost-sharing arrangements, such as on-the-job training (OJT) and incumbent worker training programs. Employers provide matching funds or resources to support these initiatives, ensuring that WIOA funds are effectively leveraged to meet the needs of local industries. The BCWDB also pursues grant opportunities to supplement WIOA funding. Recent efforts include partnering with local governments and training providers on initiatives funded by **Go Virginia, the Critical Sector Job Quality Grant, and Claude Moore Healthcare Talent Development**. These grants enable the BCWDB to address regional priorities, such as building career pathways, enhancing healthcare workforce development, and supporting high-demand industries.

Additionally, the BCWDB collaborates with philanthropic organizations to provide services that complement WIOA programs. This includes securing funding for supportive services, such as transportation and childcare, to reduce barriers to participation and ensure equitable access to workforce programs.

Through these coordinated efforts, the BCWDB maximizes the impact of WIOA funds, aligns workforce programs with regional priorities, and supports long-term economic growth in the Bay Consortium Region.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]
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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 Measure	Adult	Dislocated Worker	Youth
Employment 2nd Quarter after Exit	83.0%	90.0%	78.0%
Employment 4th Quarter after Exit	85.0%	85.0%	80.0%
Credential Attainment within 4 Quarters	75.0%	74.0%	68.5%
Median Earnings 2nd Quarter after Exit	\$8,000	\$10,000	\$4,700
Measurable Skills Gain	73.0%	70.0%	70.0%
Minimum Training Expenditure Requirement	40%	40%	N/A

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 Bay Consortium Workforce Development Board (BCWDB) has established cooperative agreements with the **Virginia Department for Aging and Rehabilitative Services (DARS)** and other workforce system partners to enhance the provision of services to individuals with disabilities and other individuals requiring additional support. These agreements formalize efforts to improve service delivery through collaboration, coordination, and resource sharing across the region.

The BCWDB works with DARS and other partners to provide regular cross-training sessions for Virginia Career Works (VCW) center staff. These sessions are designed to increase staff awareness of disability-related resources, improve their ability to identify and address barriers to employment, and enhance their understanding of reasonable accommodations. Technical assistance is also provided to

VCW center staff to ensure compliance with WIOA Section 188 and the Americans with Disabilities Act (ADA).

Replicated cooperative agreements facilitate the sharing of information between DARS, VCW centers, and workforce partners. This includes the use of shared case management tools, such as the **Virginia Workforce Connection (VaWC)** system, to track participant progress and ensure seamless service delivery. Data sharing agreements ensure that sensitive participant information is handled securely and in compliance with federal and state privacy laws.

The BCWDB collaborates with DARS and Business Service Teams (BSTs) to support employers in hiring, retaining, and accommodating individuals with disabilities. These efforts include offering training to employers on disability awareness, reasonable accommodations, and best practices for creating inclusive workplaces. BSTs also connect employers with resources, such as job coaching and assistive technology, to support individuals with disabilities in the workplace.

Cooperative agreements emphasize the importance of collaboration among workforce partners, including social services agencies, community colleges, vocational rehabilitation providers, and community-based organizations. Joint efforts include:

- Coordinating referrals to ensure individuals with disabilities can access the full range of available services.
- Developing career pathways that are inclusive and address the needs of individuals with disabilities.
- Partnering on job fairs, hiring events, and outreach campaigns targeted at underserved populations.

The BCWDB regularly reviews cooperative agreements to identify opportunities for improvement and ensure that services remain responsive to the needs of individuals with disabilities. By fostering collaboration, providing staff training, and enhancing employer partnerships, the BCWDB ensures that

individuals with disabilities have equitable access to workforce programs and opportunities for meaningful employment.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board. [WIOA Sec. 108(b)(18)]

The Bay Consortium Workforce Development Board (BCWDB) is dedicated to maintaining its status as a high-performing board by prioritizing collaboration, continuous improvement, and innovation in service delivery. These efforts ensure that the region's workforce system meets the needs of employers, job seekers, and the community while aligning with the goals of WIOA and the Virginia Combined State Plan.

The BCWDB fosters a customer-centered approach at Virginia Career Works (VCW) centers, creating a welcoming environment for all individuals, including businesses and job seekers. Staff are trained to provide high-quality services and support, ensuring that every visitor, whether engaging in person, by phone, or through email, receives courteous and professional assistance. To support employers and industry sectors, the BCWDB emphasizes delivering tailored business services that address workforce challenges, including recruitment, retention, and skill development. By understanding regional labor market needs and coordinating activities across one-stop partners, the BCWDB helps employers access the talent they need to grow and thrive in the regional economy.

The BCWDB supports job seekers by offering access to education, training, and career pathways that lead to industry-recognized credentials. These services are designed to improve skills and expand opportunities, helping individuals compete in today's global economy. The workforce system also focuses on upskilling workers and backfilling positions to create pathways for career advancement and support business growth.

Career services provided through VCW centers are designed to motivate and empower customers to achieve their personal employment and education goals. Staff use labor market information and

job-driven strategies to guide customers in making informed decisions. The BCWDB also values skill development, focusing on improving participants' basic, occupational, and employability skills through targeted assessments and training programs.

The BCWDB remains committed to transparency and accountability by monitoring program performance, gathering feedback, and using data-driven decision-making to identify areas for improvement. Regular evaluations ensure that workforce programs are aligned with regional priorities and effectively meet the needs of the community. By leveraging technology and innovative practices, the BCWDB continues to enhance service delivery and support the evolving needs of the workforce.

Through these ongoing efforts, the BCWDB remains focused on delivering exceptional services, fostering regional economic growth, and maintaining its status as a high-performing workforce board.

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 plan. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

The Local Plan's Strategic Priorities were developed working with the members of the Bay Consortium Workforce Development Board: Executive Committee, Policy & Strategic Planning Committee, Communications Committee, Operations & Performance Committee, and the Business & Workforce Services Committee utilizing the framework provided by the Virginia Department for Workforce Development & Advancement (Virginia Works).

They were further refined during facilitated roundtables 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 Peysner
- Frontline Center Staff
- Higher Education (including Community Colleges)
- Labor Organizations
- Registered Apprenticeship
- Departments of Social Services
- Vocational Rehabilitation

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 11, 2025 ending February 28, 2025. The total days advertised was 18 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; no public comments were received during the public comment period.

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; no public comments were received during the public comment period.

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 Board of Workforce Development Policy 300-06

[WIOA Sec. 108(b)(22)]

The Virginia Career Works (VCW) Bay Consortium region is committed to ensuring that staff are well-trained, knowledgeable, and motivated to provide high-quality services to job seekers, workers, and employers. Staff development is a priority, and continuous training, adherence to data requirements, and a focus on customer service are key components of maintaining effective service delivery and meeting workforce system goals.

Staff development is built on collaboration across core and partner programs, and services are integrated to ensure seamless support for customers. Staff operate in a functionally aligned system, working within cross-functional teams such as the Business Solutions Team and the Partner Services Cross Training Team. This structure ensures that staff understand how their roles contribute to the overall success of the workforce system and are equipped to serve customers effectively.

Staff receive ongoing training from their sponsoring agencies and participate in additional professional development as new policies, procedures, or best practices are introduced.

Workforce partners meet regularly to address challenges, share updates, and ensure alignment with federal, state, and local guidance. When policy changes occur, technical assistance and training are provided to keep staff informed and prepared to implement new requirements. The region relies on the continuous improvement process—**Identify/Measure, Plan, Do, Assess, Revise**—to address any performance or service delivery issues.

Cross-training is a core strategy for building staff expertise and capacity. By sharing knowledge across programs, staff gain a better understanding of each program’s functions and eligibility requirements. This allows them to provide informed referrals, offer tailored services, and address the specific needs of diverse customer groups, including individuals with disabilities and other priority populations. Training also emphasizes strategies such as career pathways and work-based learning to help customers achieve industry-recognized credentials and sustainable employment.

Staff are trained to use the **Virginia Workforce Connection (VaWC)** as the primary system of record for WIOA services. Emphasis is placed on timely and accurate data entry to ensure compliance with reporting requirements and to support effective case management. Supervisors regularly monitor data entry to verify accuracy and adherence to timelines, and staff receive ongoing updates and training to maintain proficiency in using the system.

Providing high-quality customer service is central to the workforce system in the VCW Bay Consortium region. Staff are trained in best practices for customer engagement and empowered to deliver services that meet the needs of job seekers, workers, and employers. Customer Satisfaction Surveys are distributed to gather feedback, and the aggregated results are shared with staff to recognize strengths and identify areas for improvement. The region consistently receives positive feedback, reflecting the dedication and professionalism of its staff.

Seventy-one percent of frontline staff are certified, exceeding the 60% threshold required by the Virginia Board of Workforce Development. These certifications demonstrate the region's commitment to maintaining a highly skilled and professional workforce.

The VCW Bay Consortium region ensures compliance with **Virginia Board of Workforce Development Policy 300-06** by maintaining staff and Virginia Career Works Center certifications. Staff hold credentials in areas such as customer service and case management, and all VCW centers in the region were designated as **Certified One-Stop Centers** by the Virginia Community College System on **July 1, 2021**. While proud of the region's certification rates, there is a recognized need for clearer guidelines on reciprocity between workforce system partner agencies. Additionally, the BCWDB encourages discussions about reinstating state funding for certifications, which previously incentivized staff participation and demonstrated the Commonwealth's commitment to workforce professionalism.

The VCW Bay Consortium region prioritizes accessible and integrated service delivery, combining virtual and in-person options to meet customer needs. Staff use technology to expand access to services, including in rural areas, and ensure that One-Stop centers comply with universal design and ADA standards. Training includes the use of assistive technology and design principles to serve individuals with disabilities and limited English proficiency effectively.

By investing in staff development, focusing on customer service, and fostering continuous improvement, the VCW Bay Consortium region ensures that its workforce system remains a trusted resource for job seekers, workers, and employers across the region.

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, and with the benefit of an open and inclusive plan development process and the required 30-day public comment period.

Local Area Name / #	
Local Plan Point of Contact:	
Address:	
Phone/e-mail:	

Typed Name & Signature of WDB Chair	Date

Typed Name & Signature of Chief Elected Official Consortium Chair	Date

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

Entity: _____

Contact: _____

Address: _____

Phone/Email: _____

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. It is preferred to have all materials in a single document if practical.

1. Current Chief Elected Official Consortium Agreement: Current Chief Elected Official (CEO) Consortium Agreement: [WIOA-CLEO-BCWDB-Consortium-Agreement](#)
2. Current Chief Elected Official LWBD Agreement: [WIOA-CLEO-BCWDB-Fiscal-Agreement](#)
3. [Current LWBD organizational chart](#)
 - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements (i.e. MOUs) between the LWBD 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. <https://www.vcwdb.com/wp-content/uploads/BCWDB-MOU-PY24-27-Fully-Executed.pdf>
 - 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. LWDB Policies: provide the link to all policies on the LWDB website
 - a. [Public-Documents-Policies](#)