

1. Introduction and Overview

The Workforce Innovation and Opportunity Act (WIOA) of 2014 establishes three goals as hallmarks of excellence:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located
- One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement
- The workforce system supports strong regional economies and plays an active role in community and workforce development

To provide guidance and goals in achieving these hallmarks of excellence and accomplishing our mission, the Bay Consortium Workforce Development Board (BCWDB) has created this Strategic Plan, not as a performance measurement tool, but as a basis for setting performance objectives for both the BCWD Board and staff.

The BCWDB supports workforce development in Virginia's Local Workforce Development Area 13 (LWDA13). Located in the Commonwealth's eastern region, the area includes the counties of Accomack, Caroline, Essex, King and Queen, King George, King William, Lancaster, Mathews, Middlesex, Northampton, Northumberland, Richmond, Spotsylvania, Stafford, and Westmoreland plus the City of Fredericksburg.

The Strategic Plan shall be reviewed at least twice a year by the Labor Market Committee.

BCWDB Vision

Ensure that LWDA13 has a viable and qualified workforce that is capable of sustaining existing businesses and enticing new businesses by meeting the needs of a vibrant and expanding employment base.

BCWBD Mission

To achieve the purpose of WIOA and Virginia's strategic and operational vision and goals by providing comprehensive, customer-driven workforce services that connect employers, education providers, job seekers, workers, and youth.

2. Demographic Data

For a comprehensive collection of demographic data, please visit the Bay Consortium Community Profile. [Bay Consortium Workforce Development Area Community Profile](#)

3. S.W.O.T. Analysis

The BCWDB conducted a thorough evaluation of its strengths, weaknesses, opportunities, and threats to determine areas that should be reinforced and areas that should be a focus of effort to improve our performance in the future. The analysis was uncompromising in its assessment of past board performance and provides a comprehensive guide for accomplishing the board's vision and mission for the next ten years. For the full collection of S.W.O.T. Analysis data, please visit the Bay Consortium website. <https://vcwbay.com/about/public-documents/>

4. Strategic Priorities

Strategic Priority Number One: Funding – Performance and Accountability

Goal: Maximize funding opportunities to support strategic priorities

Objectives:

1. Diversify streams of revenue to support the strategic priorities
2. Support professional grant writing to supplement existing revenue
3. Monitor funds for correlation with goals
4. Evaluation – Review Quarterly reports, annual budgets, and grant revenue

Strategic Priority Number Two: Program Development and Implementation – One Stop

Goal: Lead workforce system of partners to provide comprehensive programs and services

Objectives:

1. Provide responsive and innovative employer services
2. Provide responsive and innovative training and support services for jobseekers
3. Ensure WIOA compliance through technical assistance, tracking and documentation
4. Evaluation – Review quantity and quality of services provided to job seekers and employers

Strategic Priority Number Three: Business and Community Engagement –Board Development

Goal: Enhance outreach and connectivity to business and community partners

Objectives:

1. Enhance connections with regional employers through ongoing outreach and resource promotion
2. Enhance communication and collaboration with local elected officials

3. Coordinate and collaborate with community partners to promote and align resources of all stakeholders without duplicating services
4. Evaluation – Track business and community outreach by WDB members and staff

Strategic Priority Number Four: Marketing – Labor Market

Goal: Enhance visibility and viability of WDB as an important key community resource

Objectives:

1. Align WDB marketing activities with VA Career Works initiative to support strategic priorities
2. Pursue sponsorships and partnerships to support program initiatives
3. Build rapport with industry and business community through ongoing needs assessment, resource promotion, and service enhancement
4. Evaluation – Institute feedback methods to capture community opinion and usage of workforce services

5. Conclusions

The BCWDB will solicit comments and feedback on this plan from all sixteen member jurisdictions and it will also be posted to the BCWDB web site (www.vcwdbay.org) for public review and comment.

This plan will also be provided to LWDA13 chambers of commerce, civic groups, public schools, community colleges, and other stakeholders. We will continue to solicit feedback and comments regarding this plan and use these data to improve and update the plan as we move toward achieving our goals and objectives, as well as setting new future goals and objectives.