

---

## STRATEGIC PLAN

JANUARY 2021 THROUGH JUNE 2022

---



Developed by the Bay Consortium Workforce Development Board's  
Strategic Planning Team

**TABLE OF CONTENTS**

Introduction: The Strategic Planning Process.....4

Data Snapshots.....6

Organizational Overview.....9  
    Vision, Mission, Values, Customers

Organizational Core Values.....10

Strategic Priorities, Goals, and Outcomes.....11

## PLANNING TEAM MEMBERS

Lamont Brown  
President, Great Fredericksburg Black Chamber of Commerce

Jackie Davis  
Director, Bay Consortium WDB

Jean Fraysse  
WDB Labor Market Committee Chair

Angela Freeman  
Fredericksburg Business Development Manager, CLEO

Josh Gemerek  
Bay Aging Senior Vice President, Housing, WDB Development Committee Chair

Steve Goodall  
Westrock HR Manager, WDB Performance & Accountability Committee Chair

Charles Kolakowski,  
Northampton County Administrator, CLEO

Ken Knull,  
WDB Vice Chair, Yankee Point Marina

Lewis Lawrence  
Executive Director, Middle Peninsula Planning District Commission

Kevin Marshall  
Spotsylvania County Business Development Manager, CLEO

Dennis Parsons  
WDB Chair

Morgan Quicke  
Richmond County Administrator, CLEO Chair

Lori Strumpf, Facilitator  
Strumpf Associates: Center for Strategic Change

## ***INTRODUCTION***

This document is the dynamic blueprint for the sustainability and growth of the region's talent pipeline. It is the product of intensive discussions by the Workforce Development Board's (WDB), Strategic Planning Committee members and feedback from staff, partners, and stakeholders. This plan lays the foundation for the organization's business plan, which will outline key actions and resources required to execute the objectives and strategies found in this plan.

During the latter part of 2020, the Bay WDB began the process of developing this strategic plan. With the shifting environment due to the pandemic of 2020, the board decided that developing a new set of goals and strategies for the next 3-years would not maintain relevancy. Instead, this plan has a time horizon of eighteen months, through June of 2022. The planning process included a Strategic Planning Committee made up of WDB members and other key community members. The Committee met four times to examine current labor market data that would inform strategic challenges over the next 18 months. Focus groups of businesses, WDB board members, partners, and job seekers were conducted to solicit their perceptions of what the workforce system's challenges might be over the next 15 to 18 months.

The Planning Committee is to be commended for their imagination, dedication, and perseverance throughout this process. We have a vision of where we want to be, an assessment of where we are now and a set of criteria to measure our progress. We have defined the values that describe how we do business and developed strategies and priorities to move us from where we are to where we want to be.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the workforce system, and current opportunities and challenges for offering a high-quality system of talent development to the area's businesses.

In response to stay-at-home orders across Virginia, our organization had to quickly shift to virtual operations and deal with other challenges to our capacity. We made the shift quickly and staff rapidly adapted and learned. With a fresh perspective on our mission, understanding of what we do well, and the environment in which we operate, the Bay WDB will pursue the following strategic priorities:

- Coalesce regionally to align workforce development with economic development efforts in each subregion.<sup>1</sup>
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults.
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

---

<sup>1</sup> The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs.

A plan is of little value by itself. The strategic plan is a broad road map and there is still much to be determined relative to implementation. This document is the framework to continue our growth and ensure the sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders –our customers, our partners, and the community.

## DATA SNAPSHOTS

The following data describes the area and is key to setting the context for the strategy contained in this plan. The Bay Consortium Region (LWIA 13) is comprised of the following jurisdictions: Accomack County, Caroline County, Essex County, King and Queen County, King George County, King William County, Lancaster County, Mathews County, Middlesex County, Northampton County, Northumberland County, Richmond County, Spotsylvania County, Stafford County, Westmoreland County, and Fredericksburg City

### Population and Commuting Patterns

- The population is projected to **increase** over the next 10 years.

	LWIA XII	% Change	Virginia	%Change
<b>2000</b>	390,699		7,079,030	
<b>2010</b>	477,723	22.27 %	8,001,024	13.02 %
<b>2020</b>	522,164	9.30 %	8,744,273	9.29 %
<b>2030</b>	591,390	13.26 %	9,546,958	9.18 %
<b>2040</b>	651,041	10.09 %	10,201,5	6.86 %

Source: U.S. Census Bureau, Weldon Cooper Center for Public Service.

- More** people commute out of the area to work than live and work in the area.

#### Bay Consortium Commuting Patterns

People who live and work in the area	93,900
In-Commuters	48,565
Out-Commuters	120,501
Net In-Commuters (In-Commuters minus Out-Commuters)	-71,936

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2014.

### Employment and Education

- The top five industries with the most employees: Local Government (23,786), Retail Trade (21,588), Health Care and Social Assistance (20,631), Accommodation and Food Services (16,456), and Federal Government (11,943).  
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.
- The top average weekly wages: Utilities (\$1,976), Professional, Technical, and Scientific Services (\$1,622), Management of Companies and Enterprises (\$1,330), Federal Government (\$1,980).
- The lowest average weekly wages: Accommodation and Food Services (\$334), Arts, Entertainment and Recreation (\$339), Retail Trade (\$560).  
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May 2020).

- Of those 18 and older, 32% have graduated high school or have a GED, 24% have some college, 7% have an Associate's Degree and 16% have a Bachelor's Degree.

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

Source: U.S. Census Bureau  
American Community Survey, 2011-2015.

• **50 Largest Employers in the Bay Consortium Region**

1. U.S. Department of Defense	26. VDOT
2. GEICO, Government Employees Insurance	27. YMCA
3. Stafford County Schools	28. Stafford Hospital Center
4. Spotsylvania County School Board	29. Rappahannock Area Community Services Board
5. Wal Mart	30. Target Corp
6. U.S. Federal Bureau of Investigation	31. Giant Food
7. Mary Washington Hospital	32. Alliance Group WestRock
8. Perdue Products	33. Weis Markets
9. Riverside Regional Medical Center	34. WaWa
10. Tyson Farms	35. First Market Bank
11. County of Spotsylvania	36. Snowden Services Inc
12. County of Stafford	37. Middle Peninsula Northern Neck Mental Health Center
13. Food Lion	38. Haynesville Correctional Institute
14. Accomack County School Board	39. Westmoreland County School Board
15. University of Mary Washington	40. County of Accomack
16. Medicorp Health System	41. Hr Service Group LLC
17. Fredericksburg City Public Schools	42. King William County Schools
18. Postal Service	43. Northampton County Schools
19. King George County Public School Board	44. URS Federal Services
20. McDonald's	45. Mary Washington Healthcare
21. McLane Mid Atlantic	46. The Home Depot
22. Lowes' Home Centers, Inc.	47. County Of King George
23. HCA Virginia Health System	48. Manufacturing Techniques Inc
24. City of Fredericksburg	49. Intuit
25. Caroline County School Board	50. A T Solutions Inc

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2020.

## ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

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

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

**VALUE PROPOSITION:** We provide excellence through meaningful services that enhance the quality and availability of the workforce while developing talent for the jobs of today and tomorrow.

**CUSTOMERS:** Our *primary external customers* are **employers and jobseeker (emerging and transitioning)**

Our primary *internal customer* is our **staff**.

Our *Partners* are identified through formal agreements that define mutually beneficial relationships formed between the WDB and with each other. The purpose is to pursue common goals based on the shared values of each participating organizations.

**ROLE:** The Workforce Development Board will play several roles in furtherance of our vision and mission:

- We **lead and oversee** the workforce development system.
- We seek to **catalyze change** in the community to build effective partnerships.
- We will **strategically invest** in program innovation.
- We **act as a convener** of business and industry.

## **ORGANIZATIONAL CORE VALUES**

We believe in the following shared principles, beliefs and priorities:

***COMPASSION.*** We anticipate the needs of others and act to appropriately and meaningfully meet these needs with understanding and empathy.

***EQUITY AND INCLUSION.*** We believe we share in the responsibility to create a positive culture and to safeguard equity, inclusion, dignity, and respect for all.

***JOB SECURITY.*** We believe that a stable job builds self-worth for an individual, promotes family well-being, and builds community.

***OPPORTUNITY.*** We bring to bear all of our talents and resources to provide opportunities for our customers and our staff to succeed and thrive.

***STEWARDSHIP.*** We are stewards of the public trust and take seriously our responsibility for fiscal management.

## ***STRATEGIC PRIORITIES AND GOALS***

### ***STRATEGIC PRIORITIES for January 2021 through June 2022***

- Coalesce regionally to align workforce development with economic development efforts in each subregion.<sup>2</sup>
- Develop and deliver services to individuals to expand the talent pipeline of youth and adults.
- Develop and promote career pathways as a framework for moving individuals to sustainable wages.

### ***STRATEGIC GOALS and KEY OBJECTIVES***

The following goals and objectives support the Bay WDB in accomplishing the priorities set for the next eighteen months.

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

##### ***Key Strategies:***

- 1.1 Focus efforts to understand and provide solutions to businesses workforce needs for both small and large businesses within each region, e.g., Eastern Shore, Fredericksburg Area, Middle Peninsula, and the Northern Neck.
- 1.2 Examine current targeted industry sectors<sup>3</sup> within the context of those identified by GoVA for alignment.
- 1.3 Work with a collection of businesses within the WDB's targeted industries to identify sustainable jobs that need an ongoing pipeline of qualified talent and jointly develop recruitment and training solutions.
- 1.4 Examine the Northern Neck Workforce Training and Site Selection Feasibility Study<sup>4</sup> recommendations, prioritize and implement best practices throughout the region, tailored to the needs of each subregion.
- 1.5 Create a mechanism to receive any workforce and economic development studies completed in any of the subregions to review them and identify areas where the workforce board can provide support.
- 1.6 Take the lead in developing the process to submit a GoVA planning grant that then may lead to an implementation grant.

##### ***Outcome(s):***

- GoVa Planning Grant submitted, and implementation grant awarded.
- 2 industry sector groups within the WDBs targeted industries have been convened and strategies to increase the talent pipeline are underway within each subregion.

---

<sup>2</sup> The economic development system is designed to encourage business and job growth, while the workforce development system works to ensure individuals have the education, skills, and training needed to obtain jobs.

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

<sup>4</sup> This study includes the Middle Peninsula.

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

***Key Strategies:***

- 2.1 Design methods to reach out to underserved and underemployed<sup>5</sup> populations and to individuals in sectors with job losses to promote new training and job opportunities.
- 2.2 Develop and promote career pathways in targeted industries.
- 2.3 Create a program for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree. Target existing pathway programs.
- 2.4 Educate businesses about the paradigm shifts that are taking place about how people work and the future of the workplace.

***Outcome(s) (data collected and articulated by each subregion):***

- Increase the number of individuals obtaining jobs within the targeted industries by X% (or #).
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need by X% (or #).
- X number of businesses report having developed some support services for workers; and/or implemented longer term retention strategies; are managing telework; are addressing work/life balance expectations of younger workers.
- Increase customer satisfaction by X%.

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

***Key Strategies:***

- 3.1 Meet regularly with individuals in the region who are responsible for economic development to align the region’s economic development efforts with the workforce development system.
- 3.2 Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
- 3.3 Develop programs designed to train individuals for jobs that are 15 to 24 months out to ensure that employers have access to a skilled workforce that enables growth and increased productivity.
- 3.4 Create a campaign that markets the new training opportunities.

---

<sup>5</sup> For the purposes of this plan, the underemployed are defined as the Virginia 2020 ALICE Report defines them: an acronym for Asset Limited, Income Constrained, Employed. ALICE represents ‘the growing number of households in our communities that do not earn enough to afford basic necessities’.

***Outcome(s):***

- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.
- Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.

***OPERATING PRINCIPLES***

**The following principles define the way the organization operates regarding the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion:**

- We collaborate to build strategic alliances around our goals, strategies, and tasks in which we are engaged.
- We align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission.
- We deliver equitable service excellence through our products, processes, and services.
- We are leaders and challenge each other to achieve excellence.
- We hold ourselves accountable to each other and our customers.
- We create value by continuously assessing the outcomes and appropriateness of our programs and delivery systems.
- We continuously strengthen organizational effectiveness and build capacity.