

Strategic Plan for Bay Consortium Workforce Investment Board, Inc.



- *Reviewing strengths, weaknesses, threats and opportunities relating to the Bay Consortium Workforce Investment Board, Inc.*
- *Setting out strategies to bring about the Board's vision, mission, values, and objectives*

July 2010 through June 2015

Bay Consortium Workforce Investment Board, Inc. Strategic Plan for July 2010 through June 2015

Executive Summary

Background

The Bay Consortium Workforce Investment Board, Inc. (BCWIB) oversees workforce training and preparation in Virginia's Local Workforce Investment Area (LWIA) 13, which includes the counties of Accomack, Caroline, Essex, King and Queen, King George, King William, Lancaster, Mathews, Middlesex, Northampton, Northumberland, Richmond, Spotsylvania, Stafford, and Westmoreland, plus the City of Fredericksburg.

The most important factor affecting the future labor force of LWIA 13 is its overall population growth. The area's number of residents is projected to increase by 109,093 between 2010 and 2020, a 21.6% increase. But growth in the total number of young workers (ages 15 to 29) in LWIA 13 is projected to be among the lowest, creating a situation where younger, entry-level workers will be in short supply.

The employment outlook is projected to be highest in the service sector while agriculture, forestry, fishing, and manufacturing jobs are expected to decline. In addition, figures from the last U.S. Census indicate that a large number of LWIA 13's workers need to commute out of the area for employment.

Mission and Vision

The mission of BCWIB, Inc. is:

To provide comprehensive, customer-driven workforce services to connect employers, job seekers, workers, and youth.

The vision of BCWIB, Inc. is:

Bay Consortium Workforce Investment Board, Inc. will ensure a viable and qualified workforce capable of sustaining existing businesses and enticing new businesses by fulfilling the needs of a vibrant and expanding employment base.

Long-term Business Objectives

- Transition from being a “manager” of WIA funds to a “facilitator” of a flexible, proactive and responsive regional workforce investment system.
- Identify and acquire additional resources and implement multi-faceted funding models to enhance our financial foundation and future viability.

- Increase availability of and access to high quality, relevant training programs and services that provide job seekers with skills required by local employers.
- Enhance communication loops between and among all stakeholders.
- Position the BCWIB as the region's primary catalyst for personal, business, economic, and community prosperity.

Major Goals

- Expand One-Stop delivery system
- Increase Board members' knowledge of federal and Commonwealth expectations, requirements, and regulations
- Increase Board awareness of local business and community needs, issues, and concerns through annual business training needs assessments
- Leverage personnel resources and interagency cooperation to increase grant writing activity regionally and locally
- Work with One-Stop and other contracted partners to increase fee-for-service programs and activities
- Establish contracting and evaluation methodologies to insure partners improve resource sharing efforts
- Assess training and educational needs, particularly of unique populations, and work collaboratively to offer responsive programs
- Increase availability of vocational/technical/career credential programs
- Ensure timely and effective internal communications by sharing achievement highlights and key workforce issues
- Enhance communications with government and community partners and local elected officials
- Implement continuous process improvement evaluation mechanisms
- Enhance marketing and public promotions efforts

Communications

It is the intention of the BCWIB to provide all sixteen member jurisdictions with copies of this document. Comments and feedback will be solicited from all. In addition, the complete Strategic Plan will be placed on the BCWIB web site (www.baywib.org) for review and comment. To market this plan and share our mission, values, goals, and objectives, BCWIB staff will make this document available to chambers of commerce, civic groups, public schools, community colleges, and any other interested partners. BCWIB will continue to solicit feedback and comments regarding our strategic 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 goals and objectives in the future.

Bay Consortium Workforce Investment Board, Inc.

1. Introduction and Overview

The work of the Bay Consortium Workforce Investment Board, Inc. (BCWIB) pertains to Virginia's Local Workforce Investment Area (LWIA) number 13. 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 total population of the area, according to U.S. Census estimates for 2008, was 471,553. LWIA 13 encompasses a land area of 3,869 square miles.

BCWIB and LWIA 13 were established with the passage of the Workforce Investment Act (WIA) in 1998. The Act mandates that delivery of services be accomplished through the consolidation of federally funded workforce programs by the establishment of One-Stop Centers. These centers are designed to provide a seamless delivery of services through the collective effort of multiple human-services partner agencies. Local workforce investment boards in collaboration with local elected officials govern the system. The Commonwealth of Virginia fully implemented the Workforce Investment Act on July 1, 2000.

This Strategic Plan in and of itself is not a performance measurement tool, but is a basis for setting annual performance objectives for the Bay WIB staff.

2. LWIA 13 Profile

POPULATION GROWTH

The most important factor affecting the future labor force of LWIA 13 is its overall population growth. The area's number of residents is projected to increase by 109,093 between 2010 and 2020, a 21.6% increase. But growth in the total number of young workers (ages 15 to 29) in LWIA 13 will be among the lowest, creating a situation where younger, entry-level workers will be in short supply.

Overall Population Growth

	1990	2000	2010	2020	2030
WIA XIII Total	302,239	390,699	505,134	614,227	728,380
Accomack County	31,703	38,305	40,245	42,185	44,249
Caroline County	19,217	22,121	29,201	36,058	43,662
Essex County	8,689	9,989	10,969	11,960	12,974
King and Queen County	6,289	6,630	6,891	7,187	7,564
King George County	13,527	16,803	23,613	30,126	37,365
King William County	10,913	13,146	16,187	19,119	22,227
Lancaster County	10,896	11,567	11,485	11,477	11,478
Mathews County	8,348	9,207	9,097	9,077	9,068
Middlesex County	8,653	9,932	11,012	12,055	13,181
Northampton County	13,061	13,093	13,990	14,932	15,931
Northumberland County	10,524	12,259	13,420	14,587	15,821
Richmond County	7,273	8,809	9,333	9,900	10,512
Spotsylvania County	57,403	90,395	134,163	175,402	217,797
Stafford County	61,236	92,446	135,806	176,710	218,772
Westmoreland County	15,480	16,718	17,483	18,336	19,261
Fredericksburg city	19,027	19,279	22,239	25,116	28,518

Source: Virginia Employment Commission

Population Projections by Age and Gender

	2010			2020			% Change
	Female	Male	Both	Female	Male	Both	
Source: Virginia Employment Commission							
Under 5 years	16,018	16,756	32,774	20,020	20,989	41,009	25.13%
5 to 9 years	15,613	16,310	31,923	19,916	20,729	40,645	27.32%
10 to 14 years	15,289	16,187	31,476	18,768	19,551	38,319	21.74%
15 to 19 years	17,246	18,036	35,282	17,523	18,347	35,870	1.67%
20 to 24 years	18,930	20,741	39,671	18,480	20,415	38,895	-1.96%
25 to 29 years	18,832	20,441	39,273	22,326	24,181	46,507	18.42%
30 to 34 years	16,539	16,769	33,308	23,237	25,241	48,478	45.54%
35 to 39 years	15,523	15,314	30,837	22,073	23,481	45,554	47.73%
40 to 44 years	17,086	16,560	33,646	19,022	19,256	38,278	13.77%
45 to 49 years	19,897	18,808	38,705	17,587	17,113	34,700	-10.35%
50 to 54 years	18,441	17,934	36,375	18,758	17,837	36,595	0.60%
55 to 59 years	16,223	15,000	31,223	21,375	19,422	40,797	30.66%
60 to 64 years	14,359	12,954	27,313	19,597	17,833	37,430	37.04%
65 to 69 years	10,555	10,024	20,579	16,064	14,184	30,248	46.98%
70 to 74 years	7,761	7,029	14,790	13,289	11,020	24,309	64.36%
75 to 79 years	6,475	4,927	11,402	9,037	7,239	16,276	42.75%
80 to 84 years	5,004	3,339	8,343	5,762	4,098	9,860	18.18%
85 years and over	5,595	2,619	8,214	7,075	3,382	10,457	27.31%

LABOR FORCE

Employment outlook is projected to be highest in the service sector. On the other hand, agriculture, forestry, fishing, and manufacturing jobs will decline. In addition, figures from the last U.S. Census indicate that a large number of LWIA 13's workers need to commute out of the area for employment.

Employment by Industry – 2006 to 2016

	Employment			Percent Change	
	Estimated 2006	Projected 2016	Change	Total	Annual
All Industries	162,749	189,131	26,382	16.21%	1.51%
Accommodation and Food Services	14,511	16,185	1,674	11.54%	1.10%
Administrative and Waste Services	4,757	5,887	1,130	23.75%	2.15%
Agriculture Forestry Fishing & Hunting	434	445	11	2.53%	0.25%
Arts Entertainment and Recreation	1,834	2,317	483	26.34%	2.37%
Construction	13,096	14,498	1,402	10.71%	1.02%
Educational Services	16,458	19,724	3,266	19.84%	1.83%
Finance and Insurance	7,239	9,104	1,865	25.76%	2.32%
Health Care and Social Assistance	14,370	18,961	4,591	31.95%	2.81%
Information	2,019	2,099	80	3.96%	0.39%
Management - Companies & Enterprises	1,704	2,095	391	22.95%	2.09%
Manufacturing	10,327	9,873	-454	-4.40%	-0.45%
Other Services Excl. Public Admin	5,366	6,768	1,402	26.13%	2.35%
Professional and Technical Services	8,682	12,566	3,884	44.74%	3.77%
Real Estate and Rental and Leasing	2,048	2,387	339	16.55%	1.54%
Retail Trade	21,538	23,404	1,866	8.66%	0.83%
Transportation and Warehousing	3,340	3,882	542	16.23%	1.52%
Utilities	506	498	-8	-1.58%	-0.16%
Wholesale Trade	5,516	6,022	506	9.17%	0.88%

Source: Virginia Employment Commission, Industry and Occupational Projections 2006-2016

Employment by Major Occupation Group – 2006 to 2016

	Employment			Openings		
	Estimated 2006	Projected 2016	% Change	Replacements	Growth	Total
Architecture and Engineering	3,504	4,191	19.61%	77	69	146
Arts Design Entertainment Sports and Media	1,916	2,225	16.13%	47	33	80
Building and Grounds Cleaning and Maintenance	5,820	6,719	15.45%	97	90	187
Business and Financial Operations	8,402	10,570	25.80%	124	217	341
Community and Social Services	1,666	2,052	23.17%	29	39	68
Computer and Mathematical	4,615	6,282	36.12%	103	167	270
Construction and Extraction	12,437	13,664	9.87%	214	123	337
Education Training and Library	11,498	13,933	21.18%	237	244	481
Farming Fishing and Forestry	1,436	1,526	6.27%	28	10	38
Food Preparation and Serving	14,034	15,955	13.69%	498	192	690
Healthcare Practitioners and Technical	6,370	8,014	25.81%	123	165	288
Healthcare Support	3,588	4,937	37.60%	39	135	174
Installation Maintenance and Repair	8,361	9,347	11.79%	144	100	244
Legal	667	855	28.19%	11	19	30
Life Physical and Social Science	1,468	1,774	20.84%	37	31	68
Management	4,337	4,926	13.58%	95	59	154
Office and Administrative Support	21,948	24,973	13.78%	480	324	804
Personal Care and Service	5,231	7,239	38.39%	132	201	333
Production	8,274	8,415	1.70%	182	44	226
Protective Service	3,168	3,741	18.09%	91	57	148
Sales and Related	22,523	25,068	11.30%	691	260	951
Transportation and Material Moving	11,486	12,725	10.79%	248	132	380
Total All occupations	162,749	189,131	16.21%	3,724	2,710	6,434

Source: Virginia Employment Commission, Industry and Occupational Projections 2006-2016

Growth Occupations – 2006 to 2016

	Employment			Average Annual Openings			Average Annual Salary
	Estimated 2006	Projected 2016	% Change	Replacements	Growth	Total	
Computer Software Engineers Applications	819	1,315	60.56%	12	50	62	\$89,263
Computer Software Engineers, Systems Software	374	550	47.06%	6	18	24	\$98,772
Dental Assistants	444	687	54.73%	8	24	32	\$27,397
Dental Hygienists	127	197	55.12%	2	7	9	\$65,463
Embalmers	39	60	53.85%	1	2	3	\$36,784
Funeral Attendants	92	138	50.00%	2	5	7	\$23,463
Funeral Directors	24	35	45.83%	1	1	2	\$61,622
Home Health Aides	846	1,261	49.05%	8	42	50	\$20,150
Industrial Engineers	168	257	52.98%	4	9	13	\$84,458
Medical and Public Health Social Workers	166	259	56.02%	4	9	13	\$36,232
Mental Health Counselors	40	64	60.00%	1	2	3	\$48,581
Network Systems and Data Communications Analysts	370	611	65.14%	8	24	32	\$82,554
Nonfarm Animal Caretakers	554	882	59.21%	9	33	42	\$22,512
Personal and Homecare Aides	461	941	104.12%	8	48	56	\$21,194
Physical Therapist Assistants	48	70	45.83%	1	2	3	\$43,097
Shampooers	40	59	47.50%	0	2	2	\$17,139
Taxi Drivers and Chauffeurs	221	350	58.37%	3	13	16	\$19,512
Veterinarians	95	200	110.53%	2	11	13	\$85,148
Veterinary Assistants and Laboratory Animal Caretakers	161	297	84.47%	2	14	16	\$19,849
Veterinary Technologists and Technicians	60	138	130.00%	2	8	10	\$30,264

Source: Virginia Employment Commission, Industry and Occupational Projections 2006-2016

Declining Occupations – 2006 to 2016

	Employment			Openings		
	Estimated 2006	Projected 2016	% Change	Replacements	Growth	Total
Computer Operators	101	81	-19.80%	2	0	2
Conveyor Operators and Tenders	18	14	-22.22%	0	0	0
Cutting Punching and Press Machine Setters, Operators and Tenders	154	127	-17.53%	4	0	4
Drilling and Boring Machine Tool Setters, Operators and Tenders	30	24	-20.00%	1	0	1
File Clerks	130	87	-33.08%	3	0	3
Floral Designers	43	37	-13.95%	1	0	1
Inspectors, Testers, Sorters, Samplers and Weighers	239	215	-10.04%	4	0	4
New Accounts Clerks	53	48	-9.43%	2	0	2
Office and Administrative Support Workers, All Other	102	88	-13.73%	2	0	2
Order Clerks	303	224	-26.07%	6	0	6
Packaging and Filling Machine Operators, Tenders	158	131	-17.09%	3	0	3
Packers and Packers Hand	457	397	-13.13%	6	0	6
Paper Goods Machine Setters, Operators and Tenders	193	168	-12.95%	5	0	5
Photographic Processing Machine Operators	38	20	-47.37%	1	0	1
Radio and Television Announcers	83	74	-10.84%	3	0	3
Textile Bleaching and Dyeing Machine Operators and Tenders	6	4	-33.33%	0	0	0
Textile Knitting and Weaving Machine Setters, Operators and Tenders	9	7	-22.22%	0	0	0
Textile Winding, Twisting and Drawing Out Machine Setters, Operators and Tenders	15	11	-26.67%	0	0	0
Travel Agents	72	45	-37.50%	1	0	1
Weighers, Measurers, Checkers and Samplers, Recordkeeping	48	43	-10.42%	1	0	1

Source: Virginia Employment Commission, Industry and Occupational Projections 2006-2016

Commuting Patterns

		In-Commute (To)															
		Accomack	Caroline	Essex	King and Queen	King George	King William	Lancaster	Mathews	Middlesex	Northampton	Northumberland	Richmond	Spotsylvania	Stafford	Westmoreland	Fredericksburg
Out-Commute (From)	Accomack								5	1,369							
	Caroline			27		259	6	11				11	1,238	572	6	732	
	Essex		66		124	117	94	19	3	71		30	311	109	47	102	21
	King and Queen		74	188		22	435	12	11	59		7	17	11		12	
	King George		68	7										568	576	110	726
	King William		102	122	154			16	5	31			8			11	
	Lancaster			62		10	15		40	97		239	165				
	Mathews			16	16		71	88		127	8	4					
	Middlesex			93	28		155	281	101			19	33	14		10	
	Northampton	898															
	Northumberland		13	231		25	29	897		57			508			170	8
	Richmond		12	563	6	51	9	95		10		241				337	7
	Spotsylvania		516	16	8	1,580	8						24		5,481	26	7,053
	Stafford		121			1,033								2,813		4	4,343
	Westmoreland		43	297	6	960	16	68	17			96	584	277	239		137
Fredericksburg		83			346							7	1,938	1,263	26		
Total To County/City From WIA XIII		898	1,098	1,622	342	4,403	838	1,487	177	457	1,377	636	1,668	6,968	8,178	814	13,027
Other VA Localities		287	631	256	152	531	992	268	313	556	147	123	320	2,864	4,161	97	2,352
Maryland		800	32			528					24	9		174	557	25	291
Washington DC						21								70	51		28
Other Out of State		18	69	7		10	52	14		14	20	9	12		29	20	
Total to County/City:		2,003	1,830	1,885	494	5,493	1,882	1,769	490	1,027	1,568	777	2,000	10,076	12,976	956	15,698
Total In State		1,185	1,729	1,878	494	4,934	1,830	1,755	490	1,013	1,524	759	1,988	9,832	12,339	911	15,379
Total Out of State		818	101	7	0	559	52	14	0	14	44	18	12	244	637	45	319

Source: 2000 U.S. Census

EDUCATION

2000 U.S. Census figures (the latest available) indicate that attainment of degrees above a high-school level is lower within LWIA 13 than the average statewide and nationwide.

Educational Level

	LWIA XIII		Virginia		United States	
	Total*	% of Overall Population	Total*	% of Overall Population	Total*	% of Overall Population
High School / GED	80,887	21%	1,212,463	17%	52,168,981	19%
Some College	53,118	14%	951,700	13%	38,351,595	14%
Associate’s Degree	13,216	3%	262,813	4%	11,512,833	4%
Bachelor’s Degree	35,404	9%	835,011	12%	28,317,792	10%
Post Graduate Degree	19,077	5%	539,977	8%	16,144,813	6%

Source: 2000 U.S. Census; * = individuals over age 25

3. S.W.O.T. Analysis

This strategic plan addresses the following key strengths, weaknesses, opportunities and threats:

Strengths - characteristics/situations that have enabled the organization to reach its present level of achievement:

1. Community
 - Diverse population
 - Historical, attractive geography, untapped resources
 - Strong volunteer base
 - Accessible Academic Base (Community Colleges)
2. Board
 - Motivated, knowledgeable, representative Board with strong individual skill set and cognitive of community needs
3. BCWIB Staff
 - Experienced and skillful staff with good communication skills
 - Responsive in fulfilling administrative responsibilities, i.e.: mission
 - Strong financial capacity to operate BCWIB Programs
 - Excellent financial management

4. Contractors/Partners/Vendors
 - Varied groups of entities that provide a high level of skills and service to meet BCWIB identified community needs.

***Weaknesses** - characteristics/situations that have acted as hurdles for the organization to reach its present level of achievement:*

1. Communications/Marketing (External)
 - Marketing
 - Business involvement
 - Lack of recognition (Local Elected Officials/School Districts)
 - Lack of community partners (awareness, attraction)
2. Geographic area a problem large/complex, wide, hard to serve lack of public transportation
3. Funding low, future in question, stability low
4. Grant writing support-resources lacking
5. Slow economic development, need more shared resources/networks
6. Lack of blue collar trade training
7. Board Issues
 - Self evaluation as a group
 - Not proactive enough-innovated
 - Understanding responsibilities of role of governance
 - Adaptation
 - Board Business Increase

***Opportunities** - situations that could be created that would enable the organization to realize its potential*

1. Comprehensive Workforce Services
 - Organizational efficiencies
 - Funding
 - Responsiveness
 - Improved Communications
2. Responsive Programming to Meet Customer Needs
 - Improve identification of customer-business, individual, Local Elected Official
 - What do customers value
 - Developing programs
3. Business Communication/Engagement
 - Assessing market according to what business need and don't need

- Improving communication with business – One-Stops and Service Providers
 - Improve feedback after placement from businesses
4. Unique Demographic
- Illiterate (ABE)
 - Bilingual (Worker and Employer)-Practical
 - Youth Services (School drop-outs not working)
 - Prisoner re-entry
 - Dislocated workers (retraining, apprenticeship-on job training)
 - Strengthen evaluation/feedback loop

Threats - situations/issues that, if not addressed, could decrease the organization's ability to realize its potential, keeping it at its present level of growth or, in the extreme, forcing it to dissolve:

1. Marketing
 - Local Elected Officials do not understand BCWIB value proposition
 - Businesses do not understand One-Stop value proposition
 - Lack of clarity as to what customers value
 - Lack of communication between employees, providers, recipients, and BCWIB Board
 - Difficult to find commonalities with wide service region
2. Programs
 - Training/retraining is insufficient to perform job-in some cases
 - Lack of programs to address issues (language barriers; illiteracy)
 - With new Comprehensive One-Stop BIG learning curve coming
 - Lack of understanding of true barriers/issues (use of technology for job searches)
 - Program lack of efficiency and outcomes
 - Lack of emphasis on vocational and technical education
3. Environment
 - Language, environmental/culture difficulties isolate target business and potential employees (lack of bilingual abilities on employers' part stops employers from hiring ESL employees)
 - When market is tight communication suffers
 - Challenges in finding common ground between diverse groups
 - Communication barriers due to poor elementary education
 - Family experience guides your direction (how to break this cycle?)
 - Lack of "higher authority" on leadership to cajole/force cooperation
 - Sub Areas 17, 18 and 22 have lower paying jobs

- Lack of administrations (Local Elected Officials, County Administrator) to support current needs
 - Youth leave area for employment; creating older workforce
4. Funding
- BCWIB may not be renewed
 - BCWIB funding reduce over time
 - Lack of resources; need more time, money, help to provide needed services
 - Lack of funding for special programs
5. Politics
- Lack of true partnership services
 - Changes in political climate (new governor in January)
 - Exclusive opportunities to select program recipients/no competition for certain services
 - Intensive competition between service providers (competitive process for award thus collaboration does not happen)
 - Distrust among partners

4. Mission Statement

The central purpose and role of Bay Consortium Workforce Investment Board, Inc., is defined as:

To provide comprehensive, customer-driven workforce services to connect employers, job seekers, workers, and youth.

5. Vision Statement

The vision of Bay Consortium Workforce Investment Board, Inc. is:

Bay Consortium Workforce Investment Board, Inc., will ensure a viable and qualified workforce capable of sustaining existing businesses and enticing new businesses by fulfilling the needs of a vibrant and expanding employment base.

6. Strategic Objectives

The long-term business objectives of Bay Consortium Workforce Investment Board, Inc., are summarized as:

1. BCWIB will transition from being a “manager” of WIA funds to a “facilitator” of a flexible, proactive and responsive regional workforce investment system.
 - Comprehensive Regional One-Stop System
 - Board Development Issues
 - Communication; Partnership Facilitation (closing loops)
 - Increased Business Engagement/Involvement
2. Position the BCWIB and its partners to identify and acquire additional resources and implement multi-faceted funding models to enhance our financial foundation and future viability.
 - Grant Writing (new programs with competitive funding models)
 - Fee-for-Service
 - Leveraging (integrated services amongst partners)
 - Shifting economic climate and uncertain federal/state funding futures
3. Increase availability of and access to high quality, relevant training programs and services that provide individual job seekers with skills required by local employers.
 - Service to businesses/needs assessments
 - Needs of unique populations
 - Vocational/Technical training
 - Basic literacy
4. Enhance communication loops between and among all stakeholders.
 - Internal communications
 - Partner-to-Partner /BCWIB to Partners Communication
 - Communications to political/community partners/Local Elected Officials
 - Improving feedback loops

5. Showcase programs and services, positioning the BCWIB as the region's primary catalyst for personal, business, economic and community prosperity through targeted and strategic investment in the region's workforce and human capital.
 - External marketing
 - Communications to Businesses
 - Outreach
 - Increase public/community/business awareness and support

7. Major Goals

The following key targets will be achieved by Bay Consortium Workforce Investment Board, Inc., over the next 5 years:

- 1.A. Through its contractor(s), the BCWIB will expand its One-Stop delivery system by establishing a creative, flexible and adaptive network of outlets with varied capabilities, resources and connections that meet specific local community needs. This network of resources will ensure that appropriate One-Stop Services are delivered throughout the entire region and will include at least one Comprehensive One-Stop Center that meets all federal and Commonwealth standards.
- 1.B. Board members will increase their individual knowledge of federal and Commonwealth expectations, requirements and regulations such that the BCWIB Board as a whole takes an increasingly proactive role in directing the regional workforce investment system beyond the funds and programs directly administered through the BCWIB and maximizing effectiveness by taking appropriate advantage of the flexibility and local control provided for in WIA legislation.
- 1.C. The Board will establish and direct enhanced communication tools to increase Board awareness of local business and community needs, issues and concerns; staff and contractor performance; and intra-committee work and interaction as well as enhanced marketing of services and successes by contractor and partner agencies, with support from BCWIB staff to various constituencies.
- 1.D. Through its contractors and partners, the BCWIB will significantly increase attention to business organizations as customers. Special attention will be given to development of new and enhanced strategies and tactics to connect employers with appropriately trained and credentialed workers. New, high quality business services and programs (including fee-for-service) will be established and made available to business and industry as a crucial component of the BCWIB's mission and purpose.

- 2.A. Leverage personnel resources and interagency cooperation throughout the BCWIB's partnership base to increase grant writing activity regionally (BCWIB based) and locally (partner and/or One-Stop based).
- 2.B. Engage officials in neighboring BCWIB regions for joint grant writing endeavors and inclusion of the BCWIB in regional, statewide and multi-state projects.
- 2.C. Work with One-Stop and other contracted partners to increase fee-for-service programs and activities such that revenue from services provided to business and industry will cover a significant portion of operating expenses.
- 2.D. Establish contracting and evaluation methodologies to insure that mandated and other partners improve resource sharing efforts to move beyond co-location and cooperation to full integration as envisioned in the federal Workforce Investment Act.
- 3.A. The BCWIB will improve its understanding of the needs of the region's businesses through annual business training needs assessments.
- 3.B. Assess the training and educational needs of unique populations (such as non-native English speakers, veterans, hard-to-serve populations) and work collaboratively throughout the BCWIB region to offer responsive programs.
- 3.C. Increase the availability of high-demand vocational/technical/career credential programs including increasing access to basic literacy, workplace preparedness skills and high school completion programs required for entry into such training.
- 4. A. BCWIB will ensure timely and effective communications within its internal structure by sharing achievement highlights and key workforce issues. New technology for communications, where possible, will be deployed to increase awareness and to maintain an appropriate level of need to know.
- 4. B. Connections between and amongst all partners will be enhanced through workforce summits and recognition events that celebrate successes and create greater awareness of partner achievements as programs are implemented and demands are met.
- 4. C. Direct communications with government and community partners as well as the local elected officials will be increased through semi-annual briefings, local media announcements and special community events.
- 4. D. The BCWIB will implement continuous process improvement evaluation mechanisms including surveys, public feedback, and interactive interviews, etc. in order to better understand its on-going impact in the communities served and improve services as needed.

- 5.A. Enhance access to education and training opportunities through joint and cross-marketing efforts between BCWIB office and service providers with a special focus on already existing web-based resources.
- 5.B. Enhance marketing and public promotions efforts especially among One-Stop Centers and service providers.
- 5.C. Increase involvement from and engagement with business and industry with a specific focus on gaining more input from private sector employers at the Board level and enhancing partnership efforts with employers that will result in increased fee-for-service activity and possible corporate donations.

8. Key Strategies

The following critical strategies will be pursued by Bay Consortium Workforce Investment Board, Inc.:

- 1.A.i. Through contract with the regional One-Stop System Consortium, establish a comprehensive One-Stop Center in Fredericksburg.
- 1.A.ii. As a condition of its contract, the regional One-Stop System Consortium will be required to provide an appropriate level of One-Stop services and the Workforce Centers in each of the four primary communities served by the BCWIB (Fredericksburg area, Middle Peninsula, Northern Neck, and Eastern Shore) in the second year of this five-year plan.
- 1.A.iii. As a condition of its contract, the regional One-Stop System Consortium, working through its community Workforce Center partners, will recruit additional partners (social service agencies, educational institutions, libraries, non-profit organizations, faith communities, etc.) who are willing to establish “virtual access point” services in their facilities in the fourth year of this five-year plan. “Access point” partners must be willing and able to provide technological connections to some level of One-Stop Center services and provide some level of trained staff support to assist clients who may need to access virtual services.
- 1A.iv. As a condition of its contract, the regional One-Stop System Consortium will work with the community Workforce Center partners to establish multiple One-Stop service “access points” throughout the region served by the BCWIB by the fifth year of this five-year plan.
- 1.B.i. Develop a semi-annual partner’s workforce summit to discuss/review/update programs and share best practices. (Same as 2.D.iii. and 4.B.i.)
- 1.B.ii. BCWIB staff will investigate best practices at model WIBs/One-Stop Centers across the U.S., compiling information into a written report that will guide the contracting of an expert in-field consultant who will facilitate a workshop at one of the summits mentioned in 1.B.i. (Same as 2.D.i.)

- 1.B.iii. At least one member of the Professional Development Committee or Executive Committee will attend a national workforce development professional conference (example: NAWDP) in at least two of the five years covered by this Strategic Plan and make a presentation at the next summit (see 1.B.i.) and/or the next Quarterly Board meeting as to what was learned at the conference.
- 1.B.iv. At least once per year, at either a summit (see 1.B.i.) or at a Quarterly Board meeting, local economic development officials will be asked to make a presentation about regional economic, business, employment and community development trends and issues.

- 1.C.i. BCWIB staff will compile and maintain the written reports from One-Stop staff employer contacts (see Strategies 1.D.i. and 5.C.ii.) for dissemination to Board members and for analysis of trends and consistent needs. A written report of the analysis will be submitted to the Board annually. (Same as 4.D.iii.)
- 1.C.ii. Create a brief (five question) electronic survey instrument that measures employer awareness, satisfaction and training needs (by June 30, 2011), implementing the survey annually and posting results online beginning with program year 2012. (Same as 3.A.i through iii and 4.D.ii.)
- 1.C.iii. Conduct semi-annual BCWIB employment briefings for the governmental/community partners/LEOs. (Same as 4.C.i.)
- 1.C.iv. Establish an Intranet type resource (password protected; invitation only) within the BCWIB's website for Board members, staff and contractors to share best practice discussions, success stories, questions, etc. (Same as 4.A.ii.)

- 1.D.i. At least one staff member at each One-Stop Center will be required to visit two employers and one local economic development official per quarter with documentation submitted to the Board each quarter on a standardized one-page report form appended to the quarterly report. (Also see Strategy 4.D.iii.) (Same as 5.C.ii.)
- 1.D.ii. As a condition of its contract, each One-Stop Center will conduct a local business needs assessment; generate a partner resource inventory; write a marketing plan and begin offering fee-for-service revenue generation programs according to the timeline outlined in Strategies 2.C.i.-iv.
- 1.D.iii. Encourage Board Members to invite employers, business leaders and local economic development officials to attend Board meetings where they can share issues of concern or provide feedback about services or needs during the public input time allotted at quarterly meetings. (Similar to 4.D.i. and 5.C.iii.)
- 1.D.iv. Establish links from the BCWIB website to contractors, partners and training providers. (Same as 5.A.i.)
- 1.D.v. Repeat the annual on-line survey (see 1.C.ii.) with all local and regional economic development leaders in the jurisdictions served by the BCWIB with staff compiling a separate report to the Board and posting separate aggregate results on the BCWIB's website parallel to the requirements of Strategy 3.A.iii.

- 2.A.i. Initiate a minimum of three non-WIA funding stream (WIA mandated partner funding is considered WIA funding) grant applications each year. At least two of these must be initiated at the One-Stop Center level.
- 2.A.ii. Develop and keep up-to-date a written inventory of grant writing personnel and resources amongst all partner agencies (mandated and otherwise).
- 2.B.iii. Require as a condition of their contracts, that each One-Stop Center and Youth contractor send at least one staff person to a grantsmanship training as a professional development activity over the course of this five-year plan.
- 2.B.i. Working with the Virginia WIB Directors Association, develop an inventory of multi-WIB grant funded projects in Virginia.
- 2.B.ii. At least one BCWIB staff member and at least one staff person in each One-Stop Center and Youth contractor will join the e-mail listserv at grants.gov (or similar) and communicate any relevant grant opportunities through the BCWIB Intranet (see Strategy 4.A.ii).
- 2.B.iii. Enter into at least one consortium project to jointly apply for a major regional grant with other WIBs and/or applicable partner agencies over the course of this five-year plan.
- 2.C.i. As a condition of its contract, each One-Stop Center will conduct a market analysis of businesses in its service area to determine needs and value of various employment matching (pre-hire recruitment, screening and pre-employment training) services. Written report due to BCWIB office by June 30, 2012. (See 1.D.ii.)
- 2.C.ii. As a condition of its contract, each One-Stop Center will conduct a resource inventory of all One-Stop partners (mandated and otherwise) to determine how services outlined in the 2.C.i. report can be obtained and delivered (with revenue sharing plans determined with partner agencies as necessary). Written report due to BCWIB office by December 31, 2012. (See 1.D.ii.)
- 2.C.iii. As a condition of its contract, each One-Stop Center will write a marketing plan to outline strategies for marketing fee-for-service activities within its service area. Written plan due to BCWIB office by June 30, 2013. (See 1.D.ii.)
- 2.C.iv. Each One-Stop Center will have developed, implemented and invoiced at least some fee-for-service programs by June 30, 2014. (See 1.D.ii.)
- 2.D.i. BCWIB staff will investigate best practices at model WIBs/One-Stop Centers across the U.S., compiling information into a written report that will guide the contracting of an expert in-field consultant who will facilitate a workshop at one of the summits mentioned in 2.D.iii. (Same as 1.B.ii.)
- 2D.ii. Invite partner representatives (mandated and otherwise) from across the region (in addition to the contracted partners) to the summits mentioned in 4.B.i.
- 2.D.iii. Develop a semi-annual partner's workforce summit to discuss/review/update programs and share best practices. (Same as 1.B.i. and 4.B.i.)

- 3.A.i. Create a brief (five question) electronic survey instrument that measures employer awareness, satisfaction and training needs (by June 30, 2011). (Same as part of 1.C.ii. and 4.D.ii.)
- 3.A.ii. Implement the survey through on-line methodology each year starting in program year 2012. (Same as part of 1.C.ii and 4.D.ii.)
- 3.A.iii. Post aggregate results on BCWIB website after reporting to the Board. (Same as part of 1.C.ii and 4.D.ii.)

- 3.B.i. Each One-Stop Center will create a marketing display of ESL and other immigrant services collaterals.
- 3.B.ii. Each One-Stop Center will offer at least one workshop or program per year to assist immigrants in transitioning to life and work in the United States. This program may be done in partnership with another agency
- 3.B.iii. Each One-Stop Center will report annually to the Board on its efforts to enhance partnership relations with at least one agency whose mission it is to serve immigrant populations. This report should include specifics about needs assessment of the special population, joint programming efforts and services delivered.

- 3.C.i. The BCWIB will annually budget at least \$50,000 for competitively awarded grant projects targeted at curriculum development for credentialed training in in-demand, high wage, high-growth occupations.
- 3.C.ii. Implement Virginia Career Readiness Certification Program preparation and testing services at all One-Stop Centers. (Same as 5.A.ii.)
- 3.C.iii. Each One-Stop Center will report annually to the Board their collaborative efforts with local GED Service providers including specifics about joint marketing efforts, hosting of classes and programs in the One-Stop Centers, and mutual referrals.

- 4.A.i. Prepare and distribute monthly highlight reports featuring stakeholder achievements and results from initiated programs. (Same as 5.B.ii.)
- 4.A.ii. Establish an Intranet type resource (password protected; invitation only) within the BCWIB's website for Board members, staff and contractors to share best practice discussions, success stories, questions, etc. (Same as 1.C.iv.)
- 4.A.3. Establish a presence in some form of social media technology and post monthly headline stories about successful case studies (individuals and/or businesses assisted).

- 4.B.i. Develop a semi-annual partner's workforce summit to discuss/review/update programs and share best practices. (Same as 1.B.i. and 2.D.iii.)
- 4.B.ii. Conduct an annual partner recognition event to highlight quality output and outstanding service achievements.
- 4.B.iii. Prepare BCWIB employment alert bulletins to ensure cross-communications on events that need special or collective attention.

- 4.C.i. Conduct semi-annual BCWIB employment briefings for the governmental/community partners/LEOs. (Same as 1.C.iii.)
- 4.C.ii. Produce monthly public service spots for local media on workplace issues to build and maintain community awareness.
- 4.C.iii. Expand BCWIB newsletter production and distribution to key stakeholders.

- 4.D.i. Encourage Board Members to invite community leaders, the general public and other persons of interest, especially employers to attend Board meetings where they can share issues of concern or provide feedback about services or needs during the public input time allotted at quarterly meetings. (Similar to 1.D.iii. and same as 5.C.iii.)
- 4.D.ii. Create a brief (five question) electronic survey instrument that measures employer awareness, satisfaction and training needs (by June 30, 2011), implementing the survey annually and posting results online beginning with program year 2012. (Same as 1.C.ii and 3.A.i through iii.)
- 4.D.iii. BCWIB staff will compile and maintain the written reports from One-Stop staff employer and local economic development contacts (see Strategies 1.D.i. and 5.C.ii.) for dissemination to Board members and for analysis of trends and consistent needs. A written report of the analysis will be submitted to the Board annually. (Same as 1.C.i.)
- 4.D.iv. Complete an analysis of all feedback data from 4.C.ii. and iii. annually to determine any new or appropriate corrective actions, disseminating a written report to all Board members and posting a report for the public on the BCWIB's website.

- 5.A.i. Establish links from the BCWIB website to contractors, partners and training providers. (Same as 1.D.iv.)
- 5.A.ii. Implement Virginia Career Readiness Certification Program preparation and testing services at all One-Stop Centers. (Same as 3.C.ii.)
- 5.A.iii. Make use of video-conference and other technologies to offer any training at any One-Stop Center to clients at all other One-Stop Centers, coordinating offerings so that workshops are offered on a strategic schedule.
- 5.A.iv. Conduct an assessment of existing web-based resources to determine which of those resources would be appropriate marketing tools

- 5.B.i. Create a bank of best marketing strategies and collaterals to be placed on the BCWIB Intranet mentioned in 4.A.ii.
- 5.B.ii. Prepare and distribute monthly highlight reports featuring stakeholder achievements and results from initiated programs. (Same as 4.A.i.)
- 5.B.iii. Work with the Virginia Department of Business Assistance to create a marketing video about the BCWIB's One-Stop Centers that can be broadcast in partner agency waiting rooms, libraries, linked to the BCWIB website and/or broadcast as paid television advertising as budgets may allow.

- 5.B.iv Develop Public Service Announcements promoting the BCWIB, One-Stop Centers, service providers, and the programs and services provided. Submit PSA's to local radio stations weekly.
- 5.C.i. Invite one new business representative to make a brief presentation at each BCWIB meeting addressing their current and future workforce needs and general information about their business.
- 5.C.ii. At least one staff member at each One-Stop Center will be required to visit two employers and one local economic development professional per quarter with documentation submitted to the Board each quarter on a standardized one-page report form appended to the quarterly report. (Also see Strategy 4.D.iii.) (Same as 1.D.i.)
- 5.C.iii. Encourage Board Members to invite community leaders, the general public and other persons of interest, especially employers to attend Board meetings where they can share issues of concern or provide feedback about services or needs during the public input time allotted at quarterly meetings. (Similar to 1.D.iii. and same as 4.D.i.)
- 5.C.iv Require BCWIB staff and contractor representatives to make presentations on the BCWIB and its programs and service providers to business groups throughout the service area. Examples of business groups are Rotary Clubs, Kiwanis organizations and Chambers of Commerce.

9. Timeline of Activities

July – December 2010

- 1.A.i. Regional One-Stop Consortium; Fredericksburg anchor partners; Executive Director
- 1.B.ii./2.D.i. BCWIB staff will conduct research (submit report in next half-year).
- 1.C .iii./4.C.i. Executive Director continues semi-annual briefings to partners/LEOs.
NOTE: Not a new task – repeated semi-annually.
- 1.D.iii./5.C.iii. BCWIB staff encourages/informs –Board members implement voluntarily (on-going).
NOTE: Also accomplishes 4.D.i.
- 4.C.iii. BCWIB Marketing staff should begin implementing (progress check only).
- 5.A.iv. BCWIB Marketing staff should begin implementing (progress check only).
- 5.C.i. Executive Director compiles list of potential invitees – start activity February 2011.

January – June 2011

- 5.C.iv. BCWIB staff starts this activity by adding language to contracts for Program Year 2012.
- 1.B.ii. BCWIB staff (submit report).
- 1.C.ii./3.A.i. BCWIB staff creates survey for use in next half year (1.C.ii. below).

- 1.C.iv./4.A.1. BCWIB staff creates Intranet resource for internal use.
- 1.D.ii. BCWIB staff will add language to Program Year 2012 contractor RFPs/contracts (see 2.C.i.-iv.).
- 1.D.iv./5.A.i BCWIB staff adds links to website – monitoring is on-going afterwards.
- 2.A.ii. BCWIB staff should have started on this with help from Consortium/One-Stop Centers
- 2.B.ii. One BCWIB staff person joins e-mail listserv; one One-Stop staffer at each One-Stop Center too.
- 3.C.i. Executive Director to lead –Board to implement.
- 4.B.iii. BCWIB staff coordinates with One-Stop staff (on-going afterwards).
- 4.C.iii. BCWIB Marketing staff should have program in place (on-going afterwards).
- 5.A.iv. BCWIB Marketing assessment/recommendations report due to Board.

July – December 2011

- 1.A.ii. Regional One-Stop Consortium
- 5.C.iv. Contractors start this activity; on-going for both BCWIB staff and contractors.
- 1.D.i./5.C.ii. Contractors and individual Board members (volunteers) – annually thereafter.
- 1.C.i./4.D.iii. BCWIB staff compiles report from 1.D.i./5.C.ii. above (repeated annually).
- 1.C.ii. BCWIB staff implements/reports survey results.
NOTE: Also accomplishes 3.A.ii-iii; and 4.D.ii.
- 2.A.i. One-Stop Staff/Regional Consortium (primary); BCWIB Staff (back-up)
NOTE: Really due next half-year – progress should start by Dec 2011
NOTE: Repeat annually.
- 2.B.i. Executive Director responsible supported by contractors/ Board members.
- 2.D.ii. Contractors and Board members invite (see 2.B.i. above).
NOTE: 2.B.i. and 2.D.ii above are repeated each half-year afterwards.
- 4.A.i./5.B.ii. BCWIB Marketing staff prepares monthly press release based on contractor reports.
- 5.B.i. Information from 4.A.i./5.B.ii. above used to accomplish this task (on-going).
- 4.C.ii. BCWIB Marketing staff begins implementing (on-going activity).
- 5.B.iv. BCWIB Marketing staff begins implementing (on-going activity).

January – June 2012

- 1.B.i. BCWIB staff with Board assistance – Board Development Committee (first of an on-going activity)
NOTE: Same as 2.D.iii. and 4.B.i.
- 1.B.iv. Related to 1.B.i. above – once per year afterwards – BCWIB staff with Board assistance.
- 1.B.iii. One Board Development Committee Member or One Executive Committee Member (not a firm deadline).
- 2.C.i. One-Stop staff/Regional One-Stop Consortium

- 2.B.iii. BCWIB staff adds language to contractor RFPs/contracts to start in Program Year 2013.
- 3.B.i. One-Stop contractors / Regional Consortium responsible.
- 3.B.ii. One-Stop contractors / Regional Consortium responsible (repeated annually).
- 3.B.ii. One-Stop contractors / Regional Consortium responsible (repeated annually).
- 3.C.ii./5.A.ii. One-Stop Center staff / Regional Consortium should lead (on-going afterwards).
- 3.C.iii. One-Stop contractors / Regional Consortium responsible (repeated annually).

July – December 2012

- 2.C.ii. One-Stop Staff/Regional One-Stop Consortium
- 1.D.v. BCWIB staff repeats survey (2nd half 2011 above) for economic development leaders.
NOTE: Includes compiling data/reporting out.
- 2.B.iii. Executive Director and BCWIB staff with support from Executive Committee and contractors
NOTE: Progress check only – not a firm deadline.
- 4.A.iii. BCWIB Marketing staff sets up social media – monthly updates from contractor reports.
- 4.B.ii. BCWIB staff with support from Board members.
- 4.D.iv. BCWIB Marketing staff writes evaluative report – new activities (repeat annually).

January – June 2013

- 1.A.iii. (Add to contract language before contract is finalized.)
- 2.C.iii. One-Stop Staff/Regional One-Stop Consortium.
- 2.B.iii. Contractors are responsible (not a firm deadline – progress check only).
- 5.A.iii. One-Stop staff responsible.

July – December 2013

- 1.C.i. (2nd) BCWIB staff compiles report from 1.D.i./5.C.ii. above.
- 1.C.ii. (2nd) BCWIB staff implements/reports survey results.
NOTE: Also accomplishes 3.A.ii-iii; and 4.D.ii.
- 5.B.iii. Executive Director (supported by BCWIB Marketing staff and Virginia Department of Business Assistance).

January – June 2014

- 1.A.iii. Regional One-Stop Consortium (on-going activity).
- 1.A.iv. Regional One-Stop Consortium (recruitment – partners in place by July 2014).
- 2.C.iv. One-Stop Staff/Regional One-Stop Consortium
- 2.B.iii. Contractors are responsible (not a firm deadline – progress check only).

- 2.B.iii. Executive Director and BCWIB staff with support from Executive Committee and contractors
NOTE: Progress check only – not a firm deadline.

July – December 2014

- 1.A.iv. Regional One-Stop Consortium (on-going activity).
1.B.iii. One Board Development Committee Member or One Executive Committee Member (2 total by 06/30/15).
1.D.v. (2nd) BCWIB staff repeats survey (2nd half 2013 above) for economic development leaders.
NOTE: Includes compiling data/reporting out.

January – June 2015

- 1.C.i. (3rd) BCWIB staff compiles report from 1.D.i./5.C.ii. above.
1.C.ii. (3rd) BCWIB staff implements/reports survey results.
NOTE: Also accomplishes 3.A.ii-iii; and 4.D.ii.
2.B.iii. Contractors are responsible (must be accomplished by now).
2.B.iii. Executive Director and BCWIB staff with support from Executive Committee and contractors
NOTE: Must be accomplished by now.

10. Conclusions and Next Steps

It is the intention of the BCWIB to provide all sixteen member jurisdictions with copies of this document. Comments and feedback will be solicited from all. In addition, this document will be placed on the BCWIB web site (www.baywib.org) for review and comment.

To market this plan and share our mission, values, goals, and objectives, BCWIB staff will make this document available to chambers of commerce, civic groups, public schools, community colleges, and any other interested partners. BCWIB will continue to solicit feedback and comments regarding our strategic 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 goals and objectives in the future.