
*Bay Consortium
Workforce Development Board
Strategic Plan
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Data Profile by Planning District within the Region

The Bay Consortium Region of Virginia, a geographically diverse area, is a strategic hub encompassing a mix of urban, suburban, and rural communities connected by their proximity to the Chesapeake Bay. This region, with its unique blend of demographic and economic patterns, is a testament to the historical and contemporary influences that have shaped it. Home to approximately 506,092 people, the region’s demographic makeup includes a mix of military families, retirees, young professionals, and working-age residents, with varying trends in population growth, age distribution, and racial diversity. Its economic activities, ranging from military defense, tourism, and agriculture to emerging sectors like healthcare and technology, underscore its strategic importance.

This data summary provides a concise overview of key metrics and trends that will inform and guide the strategic plan. It synthesizes relevant data to highlight the current service area and provides a foundation for a SWOT analysis process for our strategic planning sessions. This process identifies opportunities and challenges and supports data-driven decision-making, ensuring an informed strategic plan responsive to internal and external factors.

Overall Demographic Data Summary

This demographic data summary is separated into the planning districts that make up the Bay Consortium Region. They are indicated as follows: PD 16 includes Caroline County, VA; King George County, VA; Spotsylvania County, VA; and Stafford County, VA. PD 17 includes Lancaster County, VA; Northumberland County, VA; Richmond County, VA; Westmoreland County, VA. PD 18 includes Essex County, VA; King and Queen County, VA; and King William County, VA. Mathews County, VA; Middlesex County, VA. PD 22 includes Accomack County, VA, and Northampton County, VA.

	PD 16	PD 17	PD 18	PD 22
Population	363,405	50,691	94,031	45,441
Population Growth since 2010	23.0%	0.5%	4.7%	-2.6%
Population Change 2010	67,968	229	4,250	-1197
Growth in Working-Age Population	20.0%	-8.8%	-0.9%	-11.1%
Single Parents w/Kids <18 Living in Poverty	1,842	543	794	706
Race & Ethnicity	PD 16	PD 17	PD 18	PD 22
American Indian and Alaska Native	470	69	195	35
Asian Alone	10,502	765	613	415
Black or African American alone	65,527	12,337	13,835	12815
Native Hawaiian and Other Pacific Islander	88	0	55	0
White alone	214,652	32,724	72,344	26158
Two or More Races	21,381	2,130	3,427	1282

Hispanic or Latino	47,798	2,391	3,356	4643
Mexican	12,443	1,303	960	2502
Puerto Rican	1,307	28	121	117
Cuban	6,605	584	1,210	501
Other Hispanic or Latino	27,443	476	1,065	1523
Not Hispanic or Latino	315,607	48,300	90,675	40798

Veteran Status	PD 16	PD 17	PD 18	PD 22
Civilian population 18+	265,863	41,961	75,312	35,960
Veterans	40,293	4,273	8,676	3,366
Place of Birth				
Native-Born	324,985	48,729	92,003	41,655
Foreign-Born	38,420	1,962	2,028	3,786
Naturalized U.S. Citizen	21,937	1,246	1,309	1,112
Not a U.S. Citizen	16,483	716	719	2,674

Educational Attainment & Income	PD 16	PD 17	PD 18	PD 22
Ed Attainment base - pop 25+	240,506	39,279	69,509	33,483
High School Graduate	62,252	13,249	23,625	11,226
Some College	49,410	6,444	16,430	6,030
Associate Degree	19,278	3,237	5,608	2,550
Bachelor's Degree	52,916	6,020	11,870	4,837
Graduate or Professional Degree	36,279	4,456	5,688	3,439
Per Capita Income - BEA	\$65,704.00	\$60,577.00	\$61,277.00	\$55,994.00

* StatsAmerica. (n.d.). Regions. StatsAmerica.

Population Migration of Service Area

Commuting patterns in the Bay Consortium Region of Virginia provide valuable insight into the area's mobility, economic activity, and infrastructure needs. The region exhibits commuting trends influenced by local economic drivers, transportation infrastructure, and residential preferences. The highest number of residents in the region commute for work, education, and other services, with patterns shaped by proximity to major employers, such as military bases, healthcare facilities, universities, and government offices. While few adjacent county and metro residents commute into the Bay Consortium region, it's important to note the transportation trends locally and out of the region to

neighboring counties and urban areas on the local transportation system contribute to the residents' quality of life.

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

Top 10 Places Residents are Commuting to	
Fairfax County, VA	20,469
Prince William County, VA	12,178
District of Columbia, DC	7,837
Henrico County, VA	7,182
Hanover County, VA	5,218
Richmond City, VA	4,692
Arlington County, VA	3,736
Newport News City, VA	3,593
Loudon County, VA	3,437
Chesterfield County, VA	3,311

Top 10 Places Workers are commuting from	
Prince William County, VA	5,188
Fairfax County, VA	3,680
Loudoun County, VA	2,335
Orange County, VA	2,027
Henrico County, VA	2,000
Hanover County, VA	1,731
Chesterfield County, VA	1,670
Virginia Beach city, VA	1,619
Culpeper County, VA	1,261
Fauquier County, VA	1,246

*Virginia Employment Commission. (n.d.). Community profiles. VirginiaWorks.

Analyzing the data presented by the Virginia Employment Commission on commuting patterns from the Bay Consortium Region provides several insights into regional labor dynamics. Chesterfield County, Virginia Beach City, Culpeper County, and Fauquier County are significant destinations for workers commuting from the Bay Consortium Region, with 1,670, 1,619, 1,261, and 1,246 commuters, respectively.

This pattern suggests that these areas have robust employment opportunities attracting talent, offering better job prospects or higher wages. For instance, with their higher commuter numbers, Chesterfield County and Virginia Beach may have large enterprises or burgeoning industries drawing workers. Understanding why workers commute to these locations can help local planners and economic developers in the Bay Consortium Region design targeted retention strategies to keep talent within the region.

The data also provides valuable leads for identifying key employers and sectors in these neighboring regions. By correlating the commuting workforce's skill sets with the demand in these areas, the Bay

Consortium Region could develop partnerships or initiatives to retain these skills locally. Additionally, understanding the commuting trends aids in crafting outreach programs for regional employers to attract workers back and potentially provide support services for those who continue to commute. As we look into the projected industry growth, it becomes clear that there is a significant opportunity to align local economic development strategies with these emerging industries to retain the commuting workforce within the Bay Consortium Region.

Projected Industry Growth

The industries with the most significant growth, measured by numeric change, are listed below. Many of the highest percentage growth industries are within the technology sector, overall management-level roles, and healthcare and hospitality industry roles for the Bay Consortium region.

High Demand Occupations 5 Year Projections by Industry Change				
Industry	2024 Employment	Projected Openings	Numeric Change	Median Earnings
15-1252 Software Developers	2,566	258	383	\$115,247
13-111 Management Analysts	3,474	400	345	\$102,297
11-1021 General and Operational Managers	3,814	414	340	\$114,428
35-2014 Cooks, Restaurant	2,009	390	308	\$30,513
29-1141 Registered Nurses	2,607	212	242	\$76,252
53-7065 Stockers and Order Fillers	3,947	738	232	\$32,622
37-2011 Janitors and Professional Cleaners	3,059	490	229	\$30,163
43-4051 Customer Service Representatives	2,458	405	214	\$34,539
13-1199 Business Operations Specialists, All Other	1,934	230	206	\$88,599
11-9199 Managers, All Other	1,814	181	165	\$117,365

The industries in high demand, according to 5-year projections, are below and show a large concentration of hospitality, logistics, childcare, and management-focused roles.

High Demand Occupations by Average Annual Openings 5 Year Projections		
SOC & Occupation Description	Median Earnings	Avg Annual Openings (5-year Projections)
53-7065 Stockers and Order Fillers	\$32,622	738
35-3031 Waiters and Waitresses	\$29,083	596
37-2011 Janitors and Professional Cleaners	\$30,163	490

11-1021 General and Operations Managers	\$114,428	414
43-4051 Customer Service Representatives	\$34,539	405
13-111 Management Analysts	\$102, 297	400
35-2014 Cooks, Restaurant	\$30,513	390
53-3032 Heavy and Tractor-Trailer Truck Drivers	\$47,580	335
39-9011 Childcare Workers	\$25,422	312
35-1012 First Line Supervisors of Food Preparation	\$36,772	304

The table below shows high-demand occupations by median earnings. Air transportation roles, marketing, technology, and financial occupations top the list. Computer and information systems managers and financial managers have the most significant projected openings and the highest median earnings.

High Demand Occupations by Median Earnings		
SOC & Occupation Description	Avg Annual Openings (5-year Projections)	Median Earnings
53-2011 Pilots, Copilots, Flight Engineers	23	\$251,331
53-2021 Air Traffic Controllers	14	\$177,125
11-2021 Marketing Managers	39	\$173,858
11-3021 Computer and Information Systems Managers	68	\$169,425
11-3031 Financial Managers	78	\$154,670
11-9041 Architectural and Engineering Managers	12	\$153,987
11-2022 Sales Managers	43	\$153,179
11-2032 Public Relations	11	\$151,179
11-92121 Natural Science Managers	7	\$151,143
11-3061 Purchasing Managers	10	\$145,544

*VOEE. (2024). High-demand occupations.

Largest Employers in Region

Most employers in the Bay Consortium Region have 50 employees or less, totaling 14,525 total, compared to just 539 employers employing over 50 employees. The following list provides insight into the 25 largest employers in the region.

1. US Dept Of Defense	
2. Stafford County Schools	14. King George County Public School Board
3. Mary Washington Hospital	15. University of Mary Washington
4. Spotsylvania County School Board	16. Lowes' Home Centers, Inc.
5. Wal Mart	17. Postal Service
6. U.S. Federal Bureau of Investigation	18. Fredericksburg City Public Schools
7. GEICO, Government Employees Insurance	19. Caroline County School Board
8. Perdue Products	20. VCU Health System
9. County of Stafford	21. HCA Virginia Health System
10. County of Spotsylvania	22. City of Fredericksburg
11. Food Lion	23. WaWa
12. Tyson Farms	24. McDonald's
13. Accomack County School Board	25. McLane Mid Atlantic

*Virginia Works, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter 2024.

Strategic Plan Narrative

Vision and Mission

Vision: We strive to build a skilled and adaptable workforce in LWDA13 that supports existing employers and attracts new ones, ensuring long-term growth and economic vitality in the region.

Mission: We are dedicated to fulfilling the goals of WIOA and Virginia’s workforce strategy by offering comprehensive, customer-focused services that connect employers, job seekers, education providers, and youth, creating pathways to employment and economic opportunity for all.

Values:

Value Proposition: We provide excellence through impactful services that enhance workplace inclusivity and accessibility while developing talent for today's jobs and future industries.

Compassion

- We actively listen to and anticipate the needs of others, responding with empathy, understanding, and meaningful action to support their well-being.

Inclusion

- We are committed to fostering a culture of respect, dignity, and collaboration, ensuring that all individuals are valued, included, and given personalized assistance to succeed

Job Security

- We believe that a stable job empowers individuals, cultivates personal fulfillment, strengthens families, and contributes to thriving communities.

Opportunity

- We leverage our resources, skills, and partnerships to create pathways for our customers and staff to succeed, grow, and reach their full potential.

Stewardship

- We responsibly manage public funds with transparency, accountability, and a commitment to impactful, efficient community service.

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 grants portfolio, strengthen successful grants management practices, and actively pursue new funding opportunities.
- 1.3: Regularly monitor funding sources to ensure they align with and support achieving overall 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 resources to provide responsive and innovative employer services
- 2.2: Provide responsive and innovative training and support services for jobseekers through our Virginia Career Works Centers
- 2.3: Develop and deliver comprehensive staff training on compliance tracking and documentation maintenance to ensure consistency.
- 2.4 Provide streamlined and consistent employer and job seeker services across the BCWDB.

Goal 3: Business and Community Outreach: Enhance the outreach, connectivity, visibility, and viability of the BCWDB so that it remains a valued resource to employers and the community.

- 3.1: Evaluate and revise the outreach plan to support the goals of the organization, including connection with regional employers, education, and community stakeholders
- 3.2: Engage with local and regional stakeholders quarterly to foster collaboration and create 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.

This strategic plan provides a clear roadmap for achieving our vision and fulfilling our mission. We are positioned to make meaningful progress in the coming years by aligning our goals, resources, and efforts. Through ongoing collaboration, accountability, and a commitment to excellence, we will continue to drive positive change, address emerging challenges, and meet the evolving needs of our stakeholders. Together, we will ensure our organization's long-term success and sustainability, fostering a lasting impact on the communities we serve.