



Strategic Plan

Adopted: December 12th, 2014

Effective workforce development strategies bring together the areas of economic development, the business community and educational institutions in order to achieve and enhance a region's economic competitiveness.

Leveraging the strengths of our stakeholders, this strategic plan targets specific areas with recommendations for action devoted to growing the local economy, providing value-added services to employers, enhancing opportunities for disadvantaged Youth and strengthening our position in the Southwest Ohio region.

This strategic plan was developed with five specific categories for attention: Management, Innovation, Leadership, Performance and Programmatic. Through focusing on the following five strategic goals, the Area 12 Workforce Investment Board will create an opportunity to re-invent and establish itself as a model WIB for the region, state and country:

1. **Management**: Strengthen internal operations and decision making within the WIB.
2. **Innovation**: Position the WIB as a local workforce authority, and develop innovative service delivery strategies for the region.
3. **Leadership**: Strengthen the collaboration between local workforce development organizations, economic development, chambers of commerce and educational institutions.
4. **Performance**: Administer a high-performing workforce development system, and create legitimate performance management system.
5. **Programmatic**: Enhance Youth initiatives.

Strategic Goal 1: Management

Management Goal: *Strengthen internal operations and decision making within the WIB.*

Objective 1: Define identity, mission, purpose and message. Project an image of confidence and strength. Ensure our mission and vision is accurate, relevant and reflective of our strategic goals and focus.

Measurement: Parameters developed, documented and approved by Board.

Objective 2: Create a new brand for our Board that communicates our value, purpose and direction.

Measurement: Develop new name, logo, website, tag line and elevator pitch.

Objective 3: Review/implement a committee structure to complement our strategic goals.

Measurement: Review completed, assessment and recommendation approved by Board, committees established, committee assignments made.

Objective 4: Initiate annual internal audit of processes (i.e. By-Laws, contracts, planning and guiding documents, and the use of technology).

Measurement: Annual discussion of process improvement at Board meeting. Develop meaningful documents.

Objective 5: Ensure sound fiscal management through regular oversight and monitoring of fiscal process.

Measurement: Twice-yearly report to Board of budget and use of funds.

Objective 6: Maintain membership involvement and ownership of WIB activities/functions. Guide membership toward a unified vision.

Measurement: Create and implement board member recruitment and vetting protocol, in cooperation with Chief Elected Officials.

Objective 7: Have WIB member participation in efforts and networking opportunities to promote WIB activity, and build WIB connections with community and resource partners.

Measurement: Activities reported through Board meetings.

Objective 8: Create and implement high-quality board member orientation process.

Measurement: All members (new and prior) have gone through orientation process. Orientations are scheduled as needed.

Strategic Goal 2: Innovation

Innovation Goal: *Position the WIB as a local workforce authority, and develop innovative service delivery strategies for the region.*

Objective 1: Promote the role of the WIB to drive regional innovation. Develop unique, value-added program and service delivery vehicles.

Measurement: Establishment of projects/programs submitted to Board for approval, implementation of strategies, routine progress review.

Objective 2: Strengthen partnerships with workforce stakeholders (employers, economic development agencies, educational institutions, etc) in the region.

Measurement: Tracking and reporting of partner engagement activities and outcomes from both a quantitative and qualitative standpoint.

Objective 3: Create and influence policy as it relates to workforce development in the region, and/or through state-wide, uniform measures.

Measurement: Policy developed and approved by Board at the local level, report on legislative and lobbying activities at the State level.

Objective 4: Ensure emphasis of market-driven (employer-focused) services over supply-driven (job seeker-focused) services.

Measurement: Establishment of programs and services that assist employers in creating employment opportunities for the job seeker.

Objective 5: Promote agile and flexible structure in order to identify and implement service delivery modifications to address evolving challenges of employers.

Measurement: Deployment of innovative solutions in line with data/reports that support employer needs.

Strategic Goal 3: Leadership

Leadership Goal: *Strengthen the collaboration between local workforce development organizations, economic development, chambers of commerce and educational institutions.*

Objective 1: Work in collaboration with economic development partners on workforce needs, occupational/skill demands and local business input.

Measurement: WIB remains focused on and achieves Strategic Planning provisions related to economic development initiatives. Development of programs meeting employer needs.

Objective 2: Work with partners in workforce development in identifying the needs and provision of specialized workforce training.

Measurement: Industry-specific skill assessments performed and provided to OhioMeansJobs Centers.

Objective 3: Develop and maintain a workforce system that utilizes the strengths of economic development, chamber and workforce resource partners (i.e. OMJ Centers) to attract and build partnerships, coordinate resources and provide value-added services.

Measurement: Employer utilization of workforce development system. Results-based review of employment programs.

Objective 4: Facilitate employer and training communities to develop and refine innovative service delivery strategies. Coordinate outcomes with workforce partners.

Measurement: Convene employers and leaders from post-secondary education communities on a regular basis (at least once per quarter) to align training and workforce skill needs. Report results to OhioMeansJobs Centers for alignment of training opportunities.

Objective 5: Convene industry sector summits that educate the workforce community.

Measurement: Convene 2-3 industry sector summits per year.

Objective 6: Develop a process and infrastructure to publicize WIB/workforce news; such as, new initiatives, business spotlight, outcomes/gains to relevant groups (academia, elected officials, foundations, legislators, public policy organizations, press, businesses, partners, potential customers, etc). Use as a medium for accepting applications for membership to the Board.

Measurement: Share WIB news with stakeholders bi-yearly (in addition to ongoing communications).

Objective 7: Identify regional, state and national workforce and economic development-focused policy organizations, and work to develop and strengthen partnerships and information sharing.

Measurement: Updated status list provided to Board.

Objective 8: Engage employers (through tours, surveys, etc) to discuss needs, concerns.

Measurement: Report on findings are issued to Board.

Strategic Goal 4: Performance

Performance Goal: *Administer a high-performing workforce development system, and create legitimate performance management system.*

Objective 1: Set WIA performance benchmarks (establish criteria beyond State metrics) for continuous improvement assessment. Performance criteria should be valuable and meaningful to Board membership.

Measurement: Performance benchmarks are adopted by the Board, and updated regularly at Board meetings.

Objective 2: Validate/illustrate worth/value of workforce development services/operations.

Measurement: Analyze data to determine if benchmarks are fail/met/exceed.

Objective 3: Use data to drive decision making; institute programs and services to respond to the needs of job seekers and employers.

Measurement: Acquisition and report of data analysis, and resulting innovation strategies.

Objective 4: Schedule regular opportunities for Board members and staff to grow knowledge and insight about WIA-mandated workforce system: enable site visits, meetings with providers, and job seekers.

Measurement: All Board members have visited with at least one service provider.

Objective 5: Conduct studies of key industries and workforce issues that shape the design of workforce programs.

Measurement: Acquisition and report of data analysis, and resulting innovation strategies.

Strategic Goal 5: Programmatic

Programmatic Goal: *Provide enhancements to our Youth programs.*

Objective 1: Build strong relationships with employers to identify needs in improving placement opportunities for Youth.

Measurement: Documentation of employer analysis.

Objective 2: Engage educational partners in program/curriculum development to prepare Youth for industry needs.

Measurement: Identification of and/or development of industry-required programs.

Objective 3: Develop industry-focused job-readiness program – begin with Manufacturing.

Measurement: Successful program implementation with identified milestones.

Objective 4: Increase pipeline of Youth to our workforce development resources, engaging entities who work with hard-to-serve Youth (i.e. Children Services – Emancipated Youth divisions).

Measurement: Increased Youth participation in workforce development programs established through these means.

Objective 5: Align supportive services for disadvantaged Youth to help them successfully transition into the workforce and postsecondary education.

Measurement: Supportive services offered through our OhioMeansJobs Centers meet the needs of the population as allowed by law.

Objective 6: Identify strategies to engage youth organizations, local school districts, community colleges and vocational schools to encourage and provide supports for Youth to advance their education and skills beyond high school.

Measurement: Coordinate outreach activities to these partners making them aware of the resources available to the Youth.

Objective 7: Convene a Youth summit among Area 12 counties to share common challenges and best practices.

Measurement: Convene 2-3 Youth summits per year.