
*SOUTH CENTRAL WORKFORCE
DEVELOPMENT BOARD*

STRATEGIC PLAN

JANUARY 2021 THROUGH JUNE 2022



SOUTH CENTRAL REGION

Developed by the South Central Workforce Development Board's
Strategic Planning Team

TABLE OF CONTENTS

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

Data Snapshots.....5

Organizational Overview.....7
 Vision, Mission, Values, Customers

Organizational Core Values.....8

Strategic Priorities, Goals and Outcomes.....9

Planning Team Members

Katie Irby
Committee Chairman

Stephanie Coleman
Department of Social Services

Debra Crowder
SCWDB Director

Sharon Harrup
Steps, Inc.

John Mahaney
Kenbridge Construction

Sheri McGuire
Longwood Small Business Development Center

Jessie Otey
Virginia Marble

Roger Scott
Eclipse Tools/Amelia Board of Supervisors

Donnie Williams
IVC

Monica McMillan
Steps, Inc

Terra Napier
SCWDB

Landon Mason
One Stop Director

Brad Wike
SCWDB Chair

Facilitated by Lori Strumpf, Strumpf Associates

STRATEGIC PRIORITIES AND GOALS
Revised for January 2021 through June 2022

INTRODUCTION

During the latter part of 2020, the South Central Workforce Development Board (SCWDB) began the process of revising the current strategic plan. With the shifting environment due to the pandemic of 2020, the board decided that developing a strategy for the next 3-years would not maintain relevancy. Instead, this is a revision to the plan of 2017 through 2020 with a time horizon of eighteen months, through June of 2022.

The planning process included a Strategic Planning Committee made up of WDB 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.

Using both the labor market data and the qualitative data from the focus groups, the Committee took time to examine the strategic challenges the SCWDB is likely to face over the next eighteen months. To fulfill our mission, to provide quality workforce development activities resulting in a skilled workforce that exceeds the needs of today's employers and tomorrow's job challenges, requires that we address a variety of likely challenges, including:

- Helping businesses recruit and retain talent within the region.
- Preparing qualified applicants with a set of soft skills that are essential to workplace readiness for the future workplace.
- Building awareness among non-traditional groups about the benefits of participating in the services of the workforce system.
- Convening key state and local players to address system issues to create collective impact for systems change.

We want to make sure our work remains relevant as the system within which we operate has changed in the short term and may continue to change over the long term. Through this planning process we identified several areas we believe are our strengths to effectively carrying out the revised goals and objectives contained in this plan.

- We have strong WDB leadership at the board and staff level.
- Our leadership is invited into regional and state discussions where key workforce policy issues are discussed.
- We are recognized as good partners and recognized for delivering quality services.
- Our consistent and engaged board membership fosters deep knowledge of WIOA and the workforce system.
- The region's diversity provides a wide base of knowledge and expertise.

Our commitment is to continue to strengthen the workforce system and to learn lessons from our ability to adapt during the pandemic to new ways to provide access to workforce services.

DATA SNAPSHOTS

The South Central Region (LWIA 8) is comprised of the following counties: Amelia County, Brunswick County, Buckingham County, Charlotte County, Cumberland County, Halifax County, Lunenburg County, Mecklenburg County, Nottoway County, Prince Edward County

Population and Commuting Patterns

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

	LWIA8	% change	Virginia	% change
2000	185,251		7,079,030	
2010	191,011	3.11 %	8,001,024	13.02 %
2020	186,862	-2.17 %	8,744,273	9.29 %
2030	188,019	0.62 %	9,546,958	9.18 %
2040	186,560	-0.78 %	10,201,530	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.

People who live and work in the area	36,485
In-Commuters	16,431
Out-Commuters	39,589
Net In-Commuters (In-Commuters minus Out-Commuters)	-23,158

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

Employment and Education

- The top three industries with the most employees: Government (12,890), Health Care and Social Assistance (8,296), and Retail Trade (6,195) 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 (\$1,847), Management of Companies and Enterprises (\$1,408), Federal Government (\$1,109)
- The lowest average weekly wages: Accommodation and Food Services (\$288), Arts, Entertainment and Recreation (\$407), Real Estate and Rental and Leasing (\$640)
Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May 2020).
- Of those 18 and older, 36% have graduated high school or have a GED and 23% have some college.

	LWIA VIII	Virginia	United States
8th Grade or Less	11,731	275,329	12,639,425
Some High School	19,084	464,075	20,093,117
High School Grad/GED	53,980	1,633,105	68,044,371
Some College	34,806	1,457,887	57,431,237
Associate's Degree	10,174	440,219	18,586,866
Bachelor's Degree	13,615	1,258,661	42,027,629
Graduate or Professional Degree	7,189	862,686	24,008,551

● **50 Largest Employers**

1. Wal Mart	26. Southside Virginia Community College
2. Halifax County School Board	27. U.S. Department of Defense
3. Dolgencorp LLC	28. Lunenburg County Public School
4. Longwood University	29. Lunenburg Correctional Center
5. Food Lion	30. Geo Corrections & Detention Inc
6. Sentara Healthcare	31. The Praxis Companies, LLC
7. Mecklenburg County School Board	32. Crossroads Services Board
8. MCV Hospital	33. Lowes' Home Centers, Inc.
9. Centra Health	34. Heritage Hall
10. Virginia Center for Behavioral	35. Holly Manor Nursing Home
11. Nottoway Correctional Center	36. Hardee's
12. VDOT	37. Cumberland County School Board
13. Hampden-Sydney College	38. Virginia Department of Military Affairs
14. Charlotte County School Board	39. Dominion Virginia Power
15. Piedmont Geriatric Hospital	40. Amelia County School Board
16. Prince Edward County Public Schools	41. Immigration Centers of America
17. Presto Products Company	42. Care Advantage
18. Dillwyn Correctional Center	43. Halifax County
19. Virginia Marble Manufacturing	44. County of Mecklenburg
20. Indus International Inc	45. McDonald's
21. Buckingham Correctional Center	46. Southside Community Services
22. Nottoway County Public School Board	47. Sunshine Mills
23. Buckingham County School Board	48. Jeanswear Distribution LLC
24. Postal Service	49. Central Va Health Service Inc
25. Brunswick County School Board	50. Annin and Company

Source: Virginia Employment Commission, *Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.*

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

MISSION: To provide quality workforce development activities resulting in a skilled workforce that exceeds the needs of today's employers and tomorrow's job challenges.

VISION: Workforce services are connected for businesses and jobseekers and tailored to meet the needs of the regional economy.

VALUE

PROPOSITION: We provide customized workforce resources through a one stop approach.

CUSTOMERS: Our **primary external customers** are business in high demand industries and job seekers (emerging, transitional, and incumbent)

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

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

- We seek to **catalyze change** in the community to build effective partnerships.
- We will **act as a convener** of stakeholders and elected leaders across political boundaries.
- We will **strategically invest** in program innovation.
- We will **advocate** to ensure broadband access for all as work and service delivery becomes more virtual.

ORGANIZATIONAL CORE VALUES

Our Common Values:

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

ACT COLLABORATIVELY. We value the strengths of our community partners and collaborate to ensure effective and efficient service delivery.

PROMISE INNOVATION: We step beyond traditional thinking by using creativity to develop policy and direction.

DELIVER QUALITY. We believe in providing quality services that we stand behind without compromise. We choose the best people for our work, employ the best available practices, and always challenge ourselves to improve to deliver the highest level of customer service.

ACT with INTEGRITY: We act honestly, ethically, and fairly.

STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITY for January 2021 thru June 2022

- Create, train, and sustain a talent pipeline for the WDB's targeted industries:
 - Health Care
 - Advanced Manufacturing
 - IT
 - Construction Trades
 - Transportation and Logistics

STRATEGIC GOALS and OBJECTIVES

The following goals and objectives support the SCWDB in accomplishing the strategic priority over the next eighteen months.

Strategic Goal 1: Conduct outreach within the region to better serve individuals and businesses.

Key Objectives:

- 1.1 Partner with agencies serving difficult to reach populations (e.g., reentry, underemployed) and increase referrals, using a warm handoff approach, from the partner agencies.
- 1.2 Identify key advertising channels and advertise the workforce system as a bridge between business, people looking for jobs, training, and jobs.
- 1.3 Develop a communication strategy with a simplified message for two key audiences, businesses and jobseekers.
- 1.4 Maximize the use of social media, including exploring the possibility of developing a South Central Workforce App.

Outcome(s):

- Increase the number of first-time users of workforce services offered at or through (i.e., virtually) the Centers by X number or X%.

Strategic Goal 2: Develop and deliver services to individuals who are underemployed¹ to expand the talent pipeline of youth and adults for employers.

Key Objectives:

- 2.1 Utilize WIOA Adult training funds to subsidize tuition costs for eligible individuals who are not low income.
- 2.2 Work with training providers to ensure that job placement is the focus at the end of every training program.
- 2.3 Build a highly efficient job placement infrastructure through alignment of local public and private services for underemployed individuals.

¹ 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'.

- 2.4 Establish a method to connect underemployed individuals to the services they may need to work full time (i.e., childcare, transportation).

Outcome(s):

- Increase the number of underemployed individuals who utilize workforce services by X % or X#.
- Increase the number of underemployed individuals who obtain full time jobs and/or increase their wages by X% or X#.

Strategic Goal 3: Implement a system-wide approach to developing the essential work ready skills (e.g., soft skills) employers require for the current and future workplace.

Key Objectives:

- 3.1 Identify the competencies employers categorize as work ready by creating a list based on local feedback from employers and national research on the skills required for the future workplace.
- 3.2 Validate the competencies with local employers within each targeted industry.
- 3.3. Upon local employer validation, convene partners to ensure that the essential skills/competencies are a focus of their employability training programs and that they are using curriculum aligned to teaching the skills.

Outcome(s):

- All partners have integrated the skills employers identified as ‘essential workplace skills’ into their employability development programs.
- X% of individuals in employability programs obtain the skills.
- Employers within the targeted industries are aware that these skills are being taught throughout the workforce system by X% or X#.

Strategic Goal 4: Convene state and local influencers to identify solutions collectively that will impact systems change around key issues.

Key Objectives:

- 4.1 Identify the key businesses, politicians, and partners, that may be able to effect change in the timing of certification tests for various healthcare occupations, e.g., when they are offered and how often they are offered.
- 4.2. Identify key businesses, politicians, and partners, that may be able to effect change around the ‘welfare benefits cliff’, e.g., how to ensure that individuals receiving welfare benefits, such as childcare, do not lose the benefit because their wages are too high, however not high enough to make up for the loss.
- 4.3. Continue to identify system issues where the WDB has standing to convene key players.

Outcome(s):

- Solution oriented convenings have occurred around issues in 4.1 and 4.2 with an action plan developed with shared responsibility among the players for execution.