

***STRATEGIC ACTION PLAN  
JULY 2017 THROUGH JUNE 2020***



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

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## **Planning Team Members**

Valaria Seamans, Planning Committee Chair  
WDB Member, Southside Community Services Board

Cindy Kirby, Planning Committee Co-Chair  
WDB Member, American Buildings, HR

Amy Beatson  
WDB Member Alternate, STEPS

Gary Cifers  
Mecklenburg County Public Schools, Career and Technical Education

William Coleman  
WDB Member, Youth Committee, Tri-County Community Action Agency

Cathy Conner  
WDB Member, Virginia Employment Commission (Charlotte, Halifax and Prince Edward)

Debra Crowder  
WDB Executive Director

Vivian Giles  
Cumberland County Attorney and Economic Development Director

Amy Griffin  
Superintendent, Cumberland County Public Schools

Keith Harkins  
WDB Member, Southside Virginia Community College Workforce Development

Lynn Harris  
WDB Member, Department for Aging and Rehabilitative Services (Chesterfield and Farmville Area)

Shannon Hinkle  
WIOA Case Manager, Mecklenburg and Brunswick Counties

Christin Jackson  
Southside Virginia Community College/Area 8 WIOA Coordinator

Angie Kellett  
Mecklenburg County Economic Development Director

Mike King  
Southside Virginia Community College/One Stop Manager

Sara Maddox  
Veterans Resources

Sharon Mattox  
Virginia Employment Commission (Mecklenburg, Brunswick, Lunenburg)

Michelle Morris  
Department of Corrections

Jeff Reed  
Virginia's Growth Alliance (Regional Economic Development)

Nettie Simon-Owens  
Southern Virginia Higher Education Center

Frank Strickler  
Virginia Economic Development Partnership's  
Virginia Jobs Investment Program (VJIP)

Brett Tavel  
Department for the Blind and Vision Impaired

Gloria Westerman  
WDB Member, Adult Education/Southside Virginia Community College Transition Programs

Lori Strumpf, Facilitator  
Strumpf Associates: Center for Strategic Change

## ***INTRODUCTION***

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

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 and operating principles 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 organization, and current opportunities and challenges for offering a high quality system of services, support and assistance to businesses and jobseekers in the region.

The three-year period of this strategic plan will provide the WDB with the opportunity to take more of a leadership role in promoting coordinated service delivery for both businesses and jobseekers, cross jurisdictional partnerships to catalyze opportunities with regard to workforce development, and increased engagement with local elected officials.

With a fresh perspective on our mission, understanding of what we do well, and the environment in which we operate, the WDB will pursue the following strategic priorities:

- To create a system that is recognized and known for quality to a majority of businesses and jobseekers in the region.
- To engage businesses in partnerships to accomplish our goals.
- To simplify the workforce development service delivery system.
- To lead alignment efforts among workforce development, secondary and post-secondary education, and economic development entities across the region.

A plan is of little value by itself. 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<sup>1</sup>**

For Workforce Area VIII, which is comprised of Amelia County, Brunswick County, Buckingham County, Charlotte County, Cumberland County, Halifax County, Lunenburg County, Mecklenburg County, Nottoway County, and Prince Edward County, the following data describes the area:

- The population is increasing, from 185,251 in 2000 to 191,011 (a change of 3.11%). It is projected to increase by another 1.57% by 2020 for a total of 194,011.
- Less than 1% of the total population for the region speak English 'less than well', compared to 2.6% of the population in Virginia.
- In 2012, approximately 40,000 people lived and worked in the area. The number of out-commuters was 38,514, and 15,848 people were in-commuters.
- Out commuters are primarily commuting to Chesterfield County, Richmond City and Henrico County (a total of 10,707 individuals).
- The unemployment rate for 2015 was 5.8% compared to 4.4% for Virginia, and 5.3% for the United States. The rate for the area is going down, from 7.0% in 2014.
- In September 2016, the unemployment rate for the area was 5.1%.

## **EMPLOYERS BY SIZE of ESTABLISHMENT<sup>2</sup>**

	<b>LWIA VIII</b>	<b>Virginia</b>
<b>0 to 4 employees</b>	3,419	157,369
<b>5 to 9 employees</b>	837	38,485
<b>10 to 19 employees</b>	534	28,363
<b>20 to 49 employees</b>	349	20,924
<b>50 to 99 employees</b>	98	7,336
<b>100 to 249 employees</b>	40	3,819
<b>250 to 499 employees</b>	27	1,064
<b>500 to 999 employees</b>	***	369
<b>1000 and over employees</b>	***	238
	<b>5,310</b>	<b>257,967</b>

<sup>1</sup> All data from the U.S. Census Bureau and the Virginia Employment Commission

<sup>2</sup> Note: Asterisks (\*\*\*) indicate non-disclosable data. 'Zero; no employment' typically represents new startup firms or sole-proprietorships. Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2016.

## EMPLOYMENT BY SIZE OF ESTABLISHMENT

	LWIA VIII	Virginia
<b>0 to 4 employees</b>	5,290	230,821
<b>5 to 9 employees</b>	5,463	255,681
<b>10 to 19 employees</b>	7,179	384,813
<b>20 to 49 employees</b>	10,488	632,614
<b>50 to 99 employees</b>	6,497	501,113
<b>100 to 249 employees</b>	6,101	572,044
<b>250 to 499 employees</b>	9,819	366,925
<b>500 to 999 employees</b>	***	253,345
<b>1000 and over employees</b>	***	610,677
	<b>55,763</b>	<b>3,808,033</b>

## 50 Largest Employers

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

- The following industries have the most employment in the region:
  - Agriculture, Forestry, Fishing and Hunting (1,406)
  - Construction (2,680)
  - Manufacturing (5,275)
  - Retail Trade (6,151)

- Transportation and Warehousing (2,363)
  - Administrative and Support and Waste Management (2,370)
  - Health Care and Social Assistance (8,135)
  - Accommodation and Food Services (3,987)
  - Government (Federal, State and Local – 13,975)
- The number of new startup firms in the first quarter of 2016 was 76 compared to 85 in the 4<sup>th</sup> quarter of 2015 and 47 in the 1<sup>st</sup> quarter of 2013 and 63 in the 1<sup>st</sup> quarter of 2014.
  - In the 4<sup>th</sup> quarter of 2015, retail trade, health care and social assistance, and accommodation and food services had the most new hires.
  - In the 1<sup>st</sup> quarter of 2016, the highest average weekly wage was in the following industries:
    - Utilities at \$1,650
    - Management of companies and enterprises at \$1,341
    - Mining, quarrying, and oil and gas extraction at \$1,047
    - Federal government at \$1,049
  - Industry Employment is projected to grow by 11.81% by 2022 from 2012. The highest projected growth in number of individuals is in Educational Services and Health Care and Social Assistance with 8,940 and 11,030 respectively. However, in terms of % growth, the following industries have the highest percentage over the 10-year period:
    - Construction at 22.95%
    - Professional, Scientific, and Technical Services at 28.41%
    - Administrative and Support and Waste Management at 19.73%
    - Educational Services at 13.24%
    - Health Care and Social Assistance at 29.23%
    - Arts, Entertainment and Recreation at 17.92%
    - Accommodation and Food Services at 11.81%

## EDUCATIONAL ATTAINMENT

Population 18 and over

	LWIA VIII	Virginia	United States
<b>8th Grade or Less</b>	12,715	283,115	12,784,424
<b>Some High School</b>	20,357	478,399	20,503,405
<b>High School Grad/GED</b>	53,457	1,624,572	67,676,791
<b>Some College</b>	33,955	1,446,589	57,067,855
<b>Associate's Degree</b>	9,910	425,110	18,086,174
<b>Bachelor's Degree</b>	13,155	1,230,312	40,974,057
<b>Graduate or Professional Degree</b>	7,335	834,750	23,236,720
	<b>150,884</b>	<b>6,322,847</b>	<b>240,329,426</b>



## ORGANIZATIONAL OVERVIEW

### VISION, MISSION AND VALUES

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

**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.

#### VALUE

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

**CUSTOMERS:** Our **primary external customers** are business 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.

## **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***

### ***Strategy 2020***

#### ***STRATEGIC PRIORITIES for July 2017 thru June 2020***

- To create a system that is recognized and known for quality to of businesses and jobseekers in the region.
- To engage businesses in partnerships to accomplish our goals.
- To simplify the workforce development service delivery system.
- To lead alignment efforts among workforce development, secondary and post-secondary education, and economic development entities across the region.

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

The following goals and objectives support the South Central WDB in accomplishing the priorities set for the next three years.

#### **Goal 1: Build awareness of workforce opportunities and supports across the region**

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

- 1.1 Establish methods to help individuals who wish to participate to overcome barriers such as low income, transportation and childcare.
- 1.2 Provide information and education to all school system employees about business needs and the opportunities for students to learn about the world of work and learn skills.
- 1.3 Identify and promote externships for CTE teachers to experience workplaces.
- 1.4 Work with school systems to expand current workforce related initiatives, such as dual enrollment, to help students gain work related skills and industry certifications.
- 1.5 Develop a common social marketing/branding campaign that reaches all areas of the region.
- 1.6 Conduct outreach to ensure all pockets of the region are informed.

#### **Goal 2: Sustain, improve and grow methods to engage existing and new businesses in the workforce development system**

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

- 2.1 Actively work with economic development to attract and sustain new businesses in the region.
- 2.2 Provide businesses a collective forum through which to make their voices heard to elected officials about issues of importance to them.
- 2.3 Expand awareness among employers of the approved training providers and empower employers to choose among the approved providers when utilizing training dollars for employees.
- 2.4 Maximize the use of Business Services Teams by ensuring that all partners participate.

- 2.5 Expand capacity to engage employers in providing work-based learning opportunities<sup>3</sup> for youth and adults.
- 2.6 Ensure responsiveness to employer need through quick turnaround to requests and providing qualified applicants through Business Services Teams.
- 2.7 Research best practices for business engagement and implement those that are applicable.

**Goal 3: Lead stakeholders in the design and implementation of a regional workforce development system that is coordinated and aligned to ensure ease of access for customers that result in employment and economic growth.**

***Key Strategies***

- 3.1 Develop and implement entrepreneurship programs that combine trades-related training with ‘how to start a business’ classes.
- 3.2 Map out current funding for workforce development among the agencies to ensure maximization of resources/leveraging.
- 3.3 Map out current industries/occupations that exist across the workforce area (e.g. timber, truck driver) and promote them and train for them.
- 3.4 Establish common goals and metrics among the partner programs.
- 3.5 Create a ‘one system’ streamlined approach for employers and job seekers to access services to achieve a customer-centered delivery system.

**Goal 4: Facilitate collaboration across political boundaries within the workforce region to establish a common vision for workforce development and to work together to target resources.**

***Key Strategies***

- 4.1 Promote equitable distribution across the region when locating businesses.
- 4.2 Actively participate in regional initiatives (e.g., transportation, infrastructure, etc.) that are related to workforce development.
- 4.3 Facilitate a forum for regular conversations between regional partners and the CLEO Consortium to provide updates on activities, successes and to discuss challenges in the region.
- 4.4 Establish relationships with committees with oversight for workforce related issues and funding in the General Assembly.

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<sup>3</sup> Work-based learning is a category of activities that promote earning and learning, such as work experience, internships, OJTs etc.

## **OPERATING PRINCIPLES**

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

- Collaborate to build strategic alliances around our goals, strategies and tasks in which we are engaged.
- Align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission.
- Ensure our strategies meet changing needs and expectations of our customers and the marketplace.
- Deliver service excellence through our products, processes and services.
- Develop strategies embedded in research and best practices to become a knowledge-rich learning organization.
- Continuously assess the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- Continuously strengthen organizational effectiveness and build capacity.

## **MEASURING RESULTS:**

By the end of this plan we hope to achieve the following:

- Sustained customer satisfaction from both of our primary customers, businesses and jobseekers.
- Increased knowledge about each partner's services.
- Acknowledgement by economic development entities that the Workforce Development Board is vital to economic planning for the region.
- Improved integration of workforce services across all partners.
- Increased awareness of the workforce system and the services provided to our region's businesses.
- Escalated engagement of all the region's elected officials in the workforce system.

The WDB will measure strategy progress and outcomes by the following metrics:

- 1. Increase and sustain customer satisfaction (measured for both job seekers and employers)**
  - **Indicator:** X% of customers surveyed rate the services they received as having met or exceeded their expectations for ease of use and quality of services received
  - **How to collect:** Facilitate a formal annual survey to both customer groups
- 2. Increase the number of employers using services for the first time through the Centers.**
  - **Indicator:** X% of employers using the center report that they are first time users
  - **How to collect:** Create a tracking system and record; report increase against established baseline

3. **Increase the number of repeat business customers.**
  - **Indicator:** X% of employers using workforce services have used a specified list of services at least once before within a 12-month period
  - **How to collect:** Create a tracking system of businesses using business services and record
4. **Economic development entities have a positive view of the WDB and view workforce services as beneficial to the region's businesses.**
  - **Indicator:** X number of business served have been referred by economic developers
  - **How to collect:** Create a tracking system and record
5. **Co-enrollment of jobseeker customers between partner agencies increases**
  - **Indicator:** Number of customers co-enrolled in 2 or more partner programs increases by X%
  - **How to collect:** Create a tracking system and record; report increase against established baseline
6. **Increase media requests to provide expertise regarding workforce services.**
  - **Indicator:** The WDB has been in the media X number of times over a 12-month period
  - **How to collect:** Create a tracking system and record