2017 REGION 3 WORKFORCE DEVELOPMENT STRATEGIC PLAN

Vision Statement

The purpose of the regional workforce development system is to facilitate the establishment and implementation of a comprehensive, coordinated, seamless workforce development system for the region that supports economic and workforce training activities. The Workforce Development Council shall be business led and industry driven.

Mission Statement

The mission of the West Alabama Works is to promote the economic prosperity of our region through well-managed, coordinated, integrated, and quality support services for employers and job seekers at all levels.

Top Occupations

- Healthcare/Nursing
- Hospitality
- Customer Service (Jobs)
- Transportation/Drivers
- Logistics
- Information Technology
- Machinists
- Industrial Maintenance
- Production/Assemblers
- Welders/Fitters

Top 5 Target Industries

- Automotive
- Healthcare
- Construction
- Manufacturing
- Service Industry

GOAL 1: Workforce Development: Enhance the knowledge, skills, and availability of workforce in Region 3.

Objectives
- Increase the number of completers in our RTW program by 100% by non-traditional offerings
- Increase employers awareness, involvement, and usage of workforce tools in the regions
- Create a comprehensive, cooperative, and efficient service provider model
- Increase employers and providers knowledge of available funding streams
- Develop an enhanced role for regional career centers in proactively developing qualified workforce candidates
- Create a sustainable workforce matrix to ensure ongoing development of potential employees
- Increase connectivity of workforce services and information with all seven counties in the region

Critical Success Factors
- Must have access to and participation in training, etc.
- Must have industry and employer partnership
- Training must be available and accessible to participants
- Participants and employers must see benefit in training

Barriers
- Lack of funding to offer training
- Lack of transportation for participants to get to training (access)
- Benefit of training not seen by employers or participants
- No buy-in from employers
- Limited access to night and weekend training opportunities

Strategies
- Develop an active cluster process to communicate workforce solutions and gather employer workforce needs
- Create a seamless communication stream with workforce that promotes the needs regional clusters
- Actively work to communicate and deliver workforce services to all communities in the nine county region

GOAL 2: <u>**Administration, Financial Resources and Leadership**</u>: Provide leadership and management of Region 3 operations through a comprehensive workforce model.

<u>**Objectives**</u>
- Have business plan completed
- Acquire adequate funding
- Have a 501 (c)(3) organization in place
- Complete corporate charter and non-profit designation
- Develop robust communication between employers and service providers
- Obtain funding to assist specific training and job readiness programs

<u>**Critical Success Factors**</u>
- Must have funding for target training and administration
- Must have staff and facilities
- Operational policies must be in place
- Must have commitment and participation from rural communities and employers
- Must have legal support
- Engagement of key business and community leaders

<u>**Barriers**</u>
- Lack of state and federal funding
- Lack of grant availability
- Fund to support continued growth
- Rural community and employers not committed
- Providers not committed to the new model

<u>**Strategies**</u>
- Enhance current cluster engagement and involvement
- Continue to foster business engagement through management contract
- Develop a plan to maintain and expand funding to WDC to provide necessary workforce development programs in Region 3
- Develop a long term funding model
- Register non-profit corporation

GOAL 3: <u>**Training and Education:**</u> Create a model between business and education to synchronize workforce needs and training delivery

<u>**Objectives**</u>
- Increase the number of students participating in dual enrollment by 100%
- Complete the revision of the Articulation Agreements that Bevill and Shelton State have with K-12 and other colleges

- Maximize educational relevance through real-life learning opportunities in grade K-12 by increasing business/industry partnerships by 50%
- Increase the use of apprenticeship programs across multiple business skills

<u>**Critical Success Factors**</u>
- Must revise Articulation Agreements
- Must offer real-life learning opportunities
- Business and industry must be willing to participate

- Must hold educational meetings with parents, students, B&I, etc.
- Cooperation between K-12 and Postsecondary systems

<u>**Barriers**</u>
- Lack of student, educational institutions, and B&I participation
- Inability to form strong, lasting partnerships

- Must educate potential workforce on opportunities for learning options

<u>**Strategies**</u>
- Develop a comprehensive plan for dual enrollment
- Hold information sessions about dual enrollment to educators, parents, and students
- Hold meeting with K-12 and other colleges to review and update existing agreements
- Generate interest among businesses by sharing with them how they can really help
- Create "learning" opportunities between businesses, educators, and career coaches to offer career education opportunities

GOAL 4: **Marketing and Communication:** Promote awareness of Region 3 Workforce opportunities to both industry and current and future workforce across all nine counties in the region.

Objectives
- Increase business and industry participation in training programs by 30%
- Maximize branding opportunities by using partner websites and social media

Critical Success Factors
- Business and industry must come to the table
- Develop multiple communication streams

Barriers
- Non participation from business and industry
- Issues with distance and diverse needs of a large region

Strategies
- Develop and execute a high level annual career fair program
- Leverage rural regional leaders to create dialogue in their communities
- Visit outlying areas to tour business and industry
- Engage in local commissioner's and other related meetings to speak to community leaders and members
- Engage educators in the region to communicate opportunities
- Utilize career coaches to steer students to high demand careers

GOAL 5: <u>Outreach and Service Delivery:</u> Develop and apply action and service delivery that meet both urban and rural needs in the region.

<u>Objectives</u>
- Have 3 forums for service providers, public and lead private sector agencies
- Maximize opportunities for exchange of ideas that lead to improved delivery of services and consistent communication among all service providers

<u>Critical Success Factors</u>
- Must develop and implement an inventory, referral system, and linkages for individuals that are not " job ready" and have the potential of being left behind

<u>Barriers</u>
- Lack of interest from participants
- Lack of interest from business and industry
- Lack of service providers
- Duplication of services

<u>Strategies</u>
- Create activities that will engage service provider groups and network providers into the activities of the Region 3 Council
- Invite service providers and network providers to regional council meeting and include them on the agenda

Local Resource Overview

Through the partnership, the Regional Council will be able to leverage the Chamber's existing network of committees such as the Education Policy Council, Minority Business Council, Non-profit Council and Public Affairs Council. Each of these councils would play a key role in determining needs and resources within their respective areas. This organizational structure would allow the voting members of the Region 3 Workforce Council to focus on key issues surrounding workforce development and work with the Workforce Development staff to formulate key deliverables to meet the needs of the region. A steering committee would also be formed to communicate industry needs and the monthly business of the 501(c)3.

Network of Internal and External Committees

The Chamber would capitalize on its research capabilities and partnerships to determine the region's workforce clusters and then formulate needs assessments through its already existing relationships in those industry clusters. Through these clusters, the Workforce Development Director coordinates the appropriate agencies and providers to develop programs and services to meet the needs of employers in the region.

Example Clusters
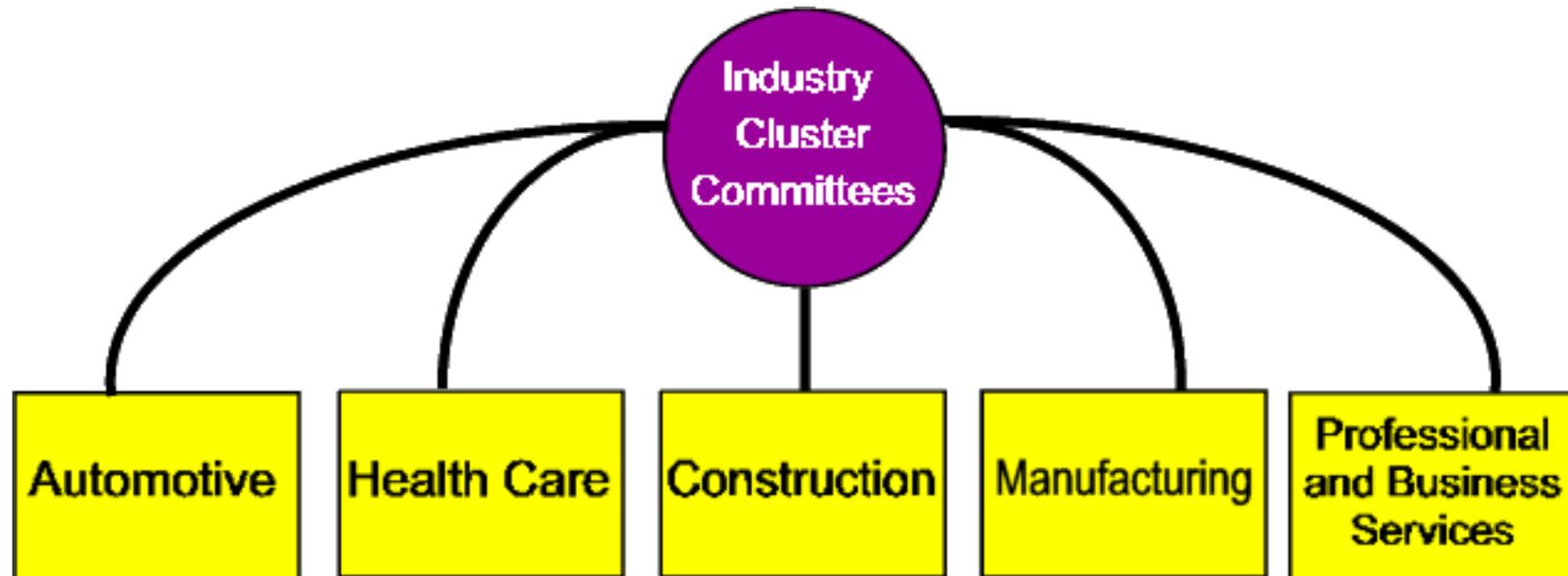
STRUCTURE
West Alabama Works

As part of the partnership the Chamber of Commerce will work with the Region 3 Workforce Development Council to create a 501(c)3 organization called West Alabama Works. This organization will be a catalyst in securing additional funding through grants, investors and other workforce funding agencies and programs. West Alabama Works will in turn contract with the Chamber of Commerce to manage daily operations and personnel needed to grow the regional workforce offerings.   At the same time, the already existing Regional Workforce Council will manage grant opportunities presented through the State of Alabama's workforce initiatives. Through this partnership with the Chamber, the Regional Council and West Alabama Works will be able to maximize potential to raise funds for systemic change.

The partners will work together to establish a central connecting point ('One Stop' system) for workforce needs in the region. A key focus will be to minimize duplication of services and maximize the potential of each provider by communicating key workforce needs in the entire 9 county region through both urban and rural outreach programs. Reporting of results to key stakeholders through a workforce matrix system similar to the one effectively being used in Region 9 will be implemented within the first 24 months. This allows all parties involved to evaluate the effectiveness and communication of each area of workforce efforts.

Region 3 Workforce Development Council

West Alabama Works, Inc.

West Alabama Chamber of Commerce

Industry Clusters

Workforce Needs

Workforce Resources
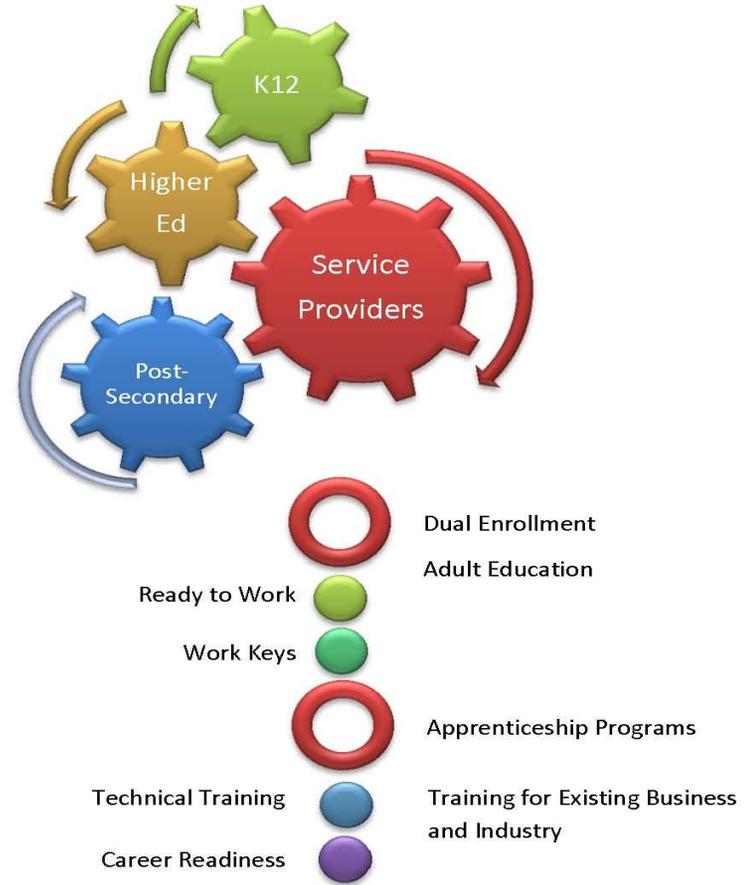
Automotive

Construction

Health Care

Manufacturing

Professional and Business Services

K12

Higher Ed

Service Providers

Post-Secondary

Dual Enrollment

Adult Education

Ready to Work

Work Keys

Apprenticeship Programs

Technical Training

Training for Existing Business and Industry

Career Readiness

Qualified Trained Candidates

West Alabama Works, Inc.
Organization Chart

Region 3
Workforce Development
Council

Region3
Executive Committee

West Alabama Works, Inc.
501(c)(3)

Common
Membership

Contract
For
Services

Board of Directors
(West Alabama Works, Inc.)

Chamber of Commerce
of
West Alabama

Chamber
Resources

Staff
Office/Meeting Space
Standing Committees
Research & Metrics
Advertising & Promotion

Director
of
Workforce Development

Employed by
Chamber of Commerce