



Strategic Plan

2017-2019

JULY 21, 2017

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VISION STATEMENT

A highly qualified, skilled, and available workforce that can support existing and new business and industry.

MISSION STATEMENT

To provide business and industry with skilled job seekers and students that are trained, educated, and prepared to align with their needs throughout the region.

Counties: *Autauga, Bullock, Chambers, Coosa, Dallas, Elmore, Lee, Lowndes, Macon, Montgomery, Perry Russell, and Tallapoosa*



<u>TOP OCCUPATIONS</u>	<u>TARGET INDUSTRIES</u>
Healthcare/Nursing	Modern (Advanced) Manufacturing <i>(Including Automotive & Aviation)</i>
Industrial Maintenance	
Information Technology	Agriculture/Forestry/Wood Products
Machinist	Construction
Production/Assembly Workers	Healthcare
Transportation & Logistics	IT/Communications
Welders/Pipe Fitters	Logistics & Distribution

STRATEGIC PLANNING GOALS

- 1. Serve the Immediate, Short-Term and Long-Term Workforce needs of Business and Industry with the Region.**
- 2. Provide Management, Financial Resources and Leadership for the Sustainability of the Region**
- 3. Promote Awareness of Workforce Opportunities Through Aggressive Marketing and Communication Strategies**

GOAL 1: Serve the Current and Future Workforce Needs of Business & Industry (B&I)

Strategy 1: Increase B&I Leadership within the RWC

- **Increase RWC B&I membership to 75%+ (Board) (METRIC 8)**
 - *Evaluate current membership (Director)*
 - *Replace any non-active members with B&I representative (Board)*
 - *New members that are added each year should represent B&I where possible (Board)*
 - *Create committees for the following entities to ensure they are included formally in the processes of the Council: (Director)*
 - *Economic development representatives*
 - *Lead local economic development agency director should be invited.*
 - *Community college workforce director and affiliated representatives*
 - *Affiliated representatives include the college president, professors, etc.*
 - *K-12 career coaches, CTE Directors, and affiliated representatives*
 - *Affiliated representatives include superintendents, principals, teachers, coaches, etc.*
 - *Nonprofit and State agencies that support workforce development*
 - *This should include an exhaustive list of workforce development training providers (public and private), those who can provide funding, and those who can provide career pathways for jobseekers*
- **Create industry clusters for targeted industry sectors/subsectors (METRIC 9)**
 - *Partner with local economic developer and RWC board member to facilitate the cooperation of all existing industry meetings in each county or area, including but not limited to manufacturing roundtables, HR meetings, and healthcare initiatives. One person from each of these meetings should be appointed by its membership to serve on the collective region-wide industry cluster meeting for that sector so that all are represented. (Director)*
 - *Partner with local economic developer(s) and RWC board member(s) to facilitate the creation of new industry cluster meetings in counties or areas within the region that are not currently meeting together. (Director)*
 - *Research and partner with existing groups of industries, tag teaming with them and adding value to their work by focusing on workforce in their particular area.*
 - *Invite industry partners from adjacent regions to participate in Region 5 industry cluster*

meetings and related activities where synergies exist (i.e.: Hyundai suppliers from Butler County) (Director/Board)

- *Collaborate with industry leadership to create paths from education and training to high-demand jobs (METRIC 6)*
- *Facilitate communication and partnerships between B&I and resource providers (funding and training) for efficient and effective use of resources with Subject Matter Experts / Grant Review Committee advocating for current & future needs including RURAL communities (Director/Board) (METRIC 3)*
 - *Create Subject Matter Experts (Grant Review Committee) for all sectors*
 - *Utilize Industry Cluster meetings for real-time data on trends and needs and to identify those who are willing to serve as a subject matter expert.*

Strategy 2: Evaluate the current and future workforce needs of B&I (METRIC 2)

- *Identify shared values and opportunities of the industry clusters through a needs assessment for short and long-term training.*
 - *Assess industry needs at a minimum of every other year to facilitate existing and new programs to meet the requested needs of B&I. (Director/Board)*
 - *Until all industry clusters have been formed region-wide, additional assessments may also be made in conjunction with local economic development agencies and/or Region 5 Board members. (Director)*
- *Assist in examining the service delivery structure and coordination among the workforce development resources in region (Career Centers, Colleges, ATN, AIDT, K12, etc.) Make changes as needed to improve access to educational resources. (METRIC 6)*

Strategy 3: Create/Utilize a process to facilitate the coordination of identified B&I Workforce Development needs and training resource programs.

- *Develop an active industry cluster process to gather employer workforce needs then communicate workforce needs and solutions throughout the region, including but not limited to RFPs.(Director/Cluster Leaders) (METRIC 10)*
- *Encourage and facilitate delivery of workforce training and education solutions to meet workforce needs of B&I by enhancing the knowledge, skills, and availability of workforce in Region 5. (Director, Council, Resource Providers) (METRIC 4)*
 - *Facilitate increased access to training through collaborations to create nontraditional training opportunities (i.e.: night/weekend trainings) to both employers and potential employees, recognizing the transportation issue many have in accessing training, especially in the rural, outlying areas.*
 - *Bring AIDT's Ready to Work (RTW) Mobile Training Unit into rural areas and build RTW*

programs in all counties, including but not limited to all Middle and High Schools throughout the region.

- *Facilitate other public and private resources to meet the needs of B&I (For example: Continue to utilize external partners such as National Fund and Direct Communications)*
- *Increase awareness of importance of High School Diploma and ACT Work Keys Certificates and the Career Paths that this opens up to the holder of the certificate and to industries that are unaware (METRIC 6). (Director)*
 - *Facilitate industry visits/speakers into schools*
 - *Create a speaker's bureau of industry*
 - *Facilitate industry tours for schools and educators.*
 - *Create a list of industries willing to tour with contact information for each by county.*
 - *Include HR personnel from industry to interact with educators re: best practices, problems educators should be aware of, and any other words of advice applicable in their industry.*
 - *Facilitate bringing Work Keys information to Regional Workforce Council meetings and each industry cluster, emphasizing the career paths from education and training to high-demand jobs (METRIC 6).*
 - *Facilitate the opportunity for every 8th grader and educator/administrator, as well as all targeted industries in each county, to participate in Career Expo. (Director/Council) (METRIC 7A)*
 - *Train CTE Directors, Teachers, Career Coaches, Principals, and Superintendents on what is available in their region through industry tours and inclusion with the RWC and Career Expo. (Director/Council) (Metric 7B)*
 - *Facilitate meetings with K-12 and our colleges to review and update, or create, agreements (Dual enrollment, apprenticeships, etc.) (Director)*
 - *Create Marketing Campaign directed by industry, and available training providers for those industries, to provide information on all services and opportunities within the Region, including but not limited to career pathways to high wage, high demand jobs through dual enrollment, technical certificates, technical degrees, apprenticeships, and OJT (METRIC 6). (Director)*
 - *Market all information, materials and activities through all schools, beginning in elementary school. Utilize delivery systems and partnerships already in place (ACES, etc.) where available, creating new opportunities where there are voids for these potential delivery systems.*
 - *Utilize traditional and nontraditional means of marketing and communication to reach the students, parents, and educators (billboards, radio, tv, newsprint, website, Facebook, Twitter)*
 - *Facilitate informational sessions about career path opportunities (dual enrollment,*

apprenticeship, OJT, etc.) with educators, parents, and students through churches, YMCA's, Junior Achievement, and other key influencers and organizations (METRIC 6).

- *Utilize MTU's, Public Service Announcements and other educational/training materials (flyers, posters, ads, etc.) at sporting events (little league, high schools, college) and on their websites. Creativity, and going where the public congregates, is key.*
- *Increase awareness, involvement, and utilization of workforce resources, including available funding streams, to employers within the region (METRIC 6). (Director/Board)*
 - *Create/utilize comprehensive marketing tools of service providers and resources, for both employer and employee, including all trainings/funding for training that is available.*
 - *Facilitate the creation of a comprehensive plan for each resource (dual enrollment, apprenticeship, OJT, etc.)*
 - *Create/utilize a sustainable workforce matrix to ensure ongoing development of potential employees*
 - *Facilitate involvement of the regional career centers with B&I, specifically to proactively develop and connect qualified workforce candidates with business industry*
 - *Include service providers and other resources in regional council meetings. (speakers, informational handouts, presentations, demonstrations, etc.)*
 - *Create/Utilize an inventory, referral system, and pathways for individuals that are not "job ready" and have the potential of being left behind, building partnerships with those who serve this population. (Director/Board)*

GOAL 2: Provide Management, Financial Resources and Leadership for the Sustainability of the Region

Strategy 1: Facilitate quarterly meetings of the Council (Director/Board)

- *Facilitate meetings, preferably within B&I locations, throughout the region each year (Director/Board/B&I)*
- *Ensure all stakeholders are invited (Director/RWC/Cluster Chairs)*

Strategy 2: Create and continually utilize strategic plan (METRIC 1)

- *Facilitate yearly review of three-year strategic plan (Director)*
- *Update plan yearly as needed (Strategic Planning Committee); submit changes to Commerce (Director)*
- *Facilitate full review of plan every 3 years with Strategic Planning Committee (Director/Board);*

submit changes to Commerce (Director)

Strategy 3: Provide daily operational management of the organization

- *Maintain 501 (c)(3) status (Director)*
- *Secure staff and facilities*^[SEP]
 - *Hire qualified staff, with the approval of Council. (Director)*
 - *Secure central office location, and satellite locations as needed throughout the Region to meet workspace needs. (Director)*
- *Create/update operational policies and procedures. (Director/Board)*
- *Continually promote dynamic communication between employers and service providers, building teamwork among partners at the state, regional and local levels (METRIC 6). (Director/Council)*
- *Engage all key business and community leaders throughout all counties within the Region, with specific focus to include underserved rural counties (community leaders, employers, resource providers) for commitment and participation. (Director/Council)*
- *Create partnerships to utilize legal support (attorney, accountant, etc.) (Director/Board)*
- *Facilitate creation of committees to meet State operational guidelines (Executive Committee, Industry Clusters for each major industry, and Grant Review Committee) and other committees as needed, Nominating, Marketing/Development. (Director)*

Strategy 4: Continually secure adequate funding to create a long-term funding model^[SEP] (Director/Board)

- *Utilize State & Federal Resources to maximize benefit.*
- *Monitor effectiveness of state and federally funded training projects, keeping in mind outcomes vs goals, and B&I satisfaction. Report resistance or issues by training resources. (METRIC 5)*
- *Evaluate state metrics requirements to ensure Region remains on task regularly.*
- *Research and apply for appropriate grants to support all efforts of R5.*
- *Obtain funding for and assist with specific training and job readiness.*

GOAL 3: Marketing and Communication: Promote awareness of Central AlabamaWorks! workforce development opportunities to industry, resource providers, and current and future workforce across the region.

Strategy 1: Maximize branding opportunities and awareness of opportunities by utilizing partnerships, partner websites and social media. (Director/Board) ^[L]_[SEP]

- **Develop multiple communication streams (Director)**
- **Develop and execute a strategy to help meet the established statewide objectives of Success Plus educational attainment goal of 500,000 additional high-skilled employees by the year 2025 (METRIC 6).**
- **Annually improve, market, and deliver the Career Expo, hands on regional workforce opportunity event and program (Director/Council/Expo Committee)**
- **Create/utilize educational components in a deliverable format for teachers prior to the event so that it is much more informative than a “field trip”. (Expo Committee Education Chair or assigned member)**
- **Facilitate a forum each year for service providers, public (and lead private) sector agencies (Director)**
 - **K-12, ACCS, Universities**
 - **DHR & Private Children’s Homes**
 - **USDA RD, ADECA, DRA, ARC**
- **Facilitate meetings of B&I and community leaders in each county to create dialogue within their communities, utilizing all existing forums. ^[L]_[SEP] (Director/Board)**
- **Visit all areas, especially outlying rural communities, to tour business and industry ^[L]_[SEP] (Director)**
- **Utilize existing networks of HR Managers, Manufacturing Roundtables, Healthcare Forums, Educators, and Business Councils & Associations (public, private, and non-profit) to support industries and their needs generated within the industry clusters from within each County.**
- **Engage with local leaders and in civic events and other related forums to speak to community leaders and members (Director)**
- **Facilitate the engagement of all levels of education with the RWC (Director/Board)**
- **Facilitate opportunities to educate Career Coaches, CTE Directors, Teachers, Principals, and Superintendents to the career pathways of high-wage high-demand jobs so that they may direct students to high-wage, high-demand careers.**