

## Strategic Plan Summary

### ORGANIZATIONAL OVERVIEW

### VISION, MISSION AND VALUES

**VISION:** Economic development, education, and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County.

**MISSION:** The Montgomery County WIB helps businesses succeed through workforce services.

**VALUE PROPOSITION:** We are consultative in meeting businesses needs and enhancing the customer experience thru innovation, knowledge, quality, professionalism, and being forward looking and anticipatory in meeting your needs.

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

Our *secondary external customers* are job seekers (emerging, transitional, and incumbent)

Our workforce partners and staff are our *internal customers*.

**ROLE:** The WIB will play several roles in furtherance of our vision and mission:

- We will be a catalyst for **change** in the community to build an effective workforce development system.
- We will be a **community facilitator and convener** to identify issues and act collectively with partners to address them.
- We will act as an **intermediary/broker** between the supply and demand sides of the workforce system about current and future skill needs to ensure mutually beneficial relationships and outcomes.
- We will be an **advocate** and take political action on workforce development issues at the local, state and national level.

### ORGANIZATIONAL CORE VALUES

Our Common Values:

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

**LEADERSHIP.** We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the people we serve.

**CHANGE.** We believe in bringing to bear all of our talents and resources to provide opportunities for our customers to succeed and thrive, one person and one business at a time.

**SERVICE EXCELLENCE.** We will give the best and world class service and achieve excellence each passing day.

**INTEGRITY.** We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

### STRATEGIC GOALS

**Goal One:** Align all service delivery to industry needs.

**Key Strategies:**

1.1 Identify a definitive number of industries to target that define the WIB's industry sector approach.

1.2 Create industry alliances, e.g., an alliance between the workforce system, education, and industry in the identified targeted industry sectors.

1.3 Conduct an inventory of current education and industry linkages, evaluate their effectiveness and join with those that are deemed as having an impact and meeting the WIB's objectives.

1.4 Identify projected skills needed by the future workforce regularly.

- 1.5 Forecast jobs and skills necessary over the next three years and communicate that information to the entire workforce system.
- 1.6 Create methods in partnership with education to examine current curriculum and evaluate whether curriculum and skills are aligned to businesses' skill needs.
- 1.7 Continuously build the knowledge of educational institutions (K-16) and the one stop system on the skills gap, research based best practice programs that link skills development with workforce learning and key workforce trends.

**Goal Two:** Reduce redundancies, ensure integration, and increase efficiency and effectiveness in service delivery through aligning the workforce development sectors<sup>9</sup> and resources.

**Key Strategies:**

- 2.1 Become known as the convener for economic development, workforce development; and education when the “intersect” is at play.
- 2.2 Position the WIB as an intermediary between business and industry and education.
- 2.3 Increase connections to academic institutions that provide education and training to ensure alignment to current and future knowledge and skill needs through the development of career pathways.
- 2.4 Enhance the system of career awareness, career exploration and career choice to assist students and adults gain knowledge of labor market options.
- 2.5 Develop integration methods, strategies, and templates to ensure that businesses benefit from a one stop workforce delivery system.
- 2.6 Use technology to its fullest extent to reduce redundancies and to increase efficiency.

**Goal Three:** Increase awareness of the workforce development system on the part of industry.

**Key Strategies:**

- 3.1 Define brand equity and create a brand to foster a public image and to increase public awareness.
- 3.2 Create a strategic marketing and communication plan to raise awareness of the usefulness and quality of the existing network of workforce services.
- 3.3 Define the core products and services of the workforce development system and create a system for continuous improvement based on customer expectations.
- 3.4 Raise awareness of the workforce development system as the premier source of data on workforce development in the region by utilizing the data to showcase best practices and innovation
- 3.5 Build awareness of the WIB and the workforce system's contribution to economic development with key economic development community “players”.
- 3.6 Evaluate results of the branding campaign.
- 3.7 Hire outside expertise to assist with creating the branding campaign.

**Goal Four:** Increase resources to carry out strategic initiatives

**Key Strategies:**

- 4.1 Create a resource development plan with financial targets.
- 4.2 Align and maximize all current and ongoing resources required to carry out strategic initiatives.
- 4.3 Solicit funds from foundations, corporations and government based on the planned approach.
- 4.4 Explore incorporation as either a foundation as the fundraising arm of the WIB or as an entity for both fundraising and administrative purposes (501c3 or c4).