

iii Northern Virginia **Workforce Development Board**
 Your One-Stop Skill Source

STRATEGY 2020

January 2017 Through June 2020

Developed by the Northern Virginia Development Board's Strategic Planning Team

WE HELP NORTHERN VIRGINIA WORK

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INTRODUCTION

This document is the dynamic blueprint for the sustainability and growth of the Northern Virginia Workforce Development Board (WDB) and its operating arm, the *SkillSource* Group. It is the product of intensive discussions by the Strategic Planning Committee members and feedback from Northern Virginia Workforce Development Board members. This plan lays the foundation for the organization's business plan, which will outline key actions and resources required to execute the strategies found in this plan.

The Planning Committee is 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 that describe how we do business and developed strategies and priorities to move us from where we are to where we want to be.

This is an exciting time in the field of workforce and economic development. With the advent of new federal legislation, the Workforce Innovation and Opportunity Act (WIOA), and the economic cycle currently in a period of growth we face an environment open to innovation and change. We will always be faced with change, so we need to manage change rather than react to it. This planning process has provided us with a system to lead, manage, and change the WDB and the Northern Virginia workforce system in a well-planned, integrated manner based on our strategies. This systems approach also provides a management process that will change the way we do business day-to-day. The priorities from the plan become the priorities for our annual budgets, assuring that we focus our resources in those areas that move us toward our vision.

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 talent recruitment for businesses and skill development for current and future jobseekers.

The four-year period of this strategic plan will be a time of assessing and deepening the NVWDB's approaches to its work. Concurrently, the NVWDB will take a leadership role in workforce innovation through data analytics, working with small businesses, and actively engaging more businesses through targeting industry sectors that are high growth and high demand.

With a fresh perspective on its mission, its strengths, and the environment in which it operates, the NVWDB will pursue the following strategic priorities:

- Become a recognized, award-winning thought leader for workforce development.
- Expand strategic partnerships across Northern Virginia and potentially the Greater Washington DC Metropolitan Area to accomplish our goals.
- Maintain the viability of the Northern Virginia Workforce System's financial growth, quality delivery system and relevancy to job seekers and employers.

A plan is of little value by itself. This document is the framework for growth and sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders—our customers, our employees, and the Northern Virginia community.

DATA SNAPSHOTS

The Commonwealth

- In the second half of 2016 Virginia added 67,000 non-farm jobs over the first quarter.
- On average, there were 3,932,660 jobs in Virginia's economy during the second quarter. This positive news is accompanied by the improving unemployment scene as the seasonally adjusted figure fell to 3.7 percent at the end of the second quarter—which is reflected in the declining level of initial unemployment claims.
- Most of Virginia's Metropolitan Statistical Areas (MSA) gained jobs over the quarter. The Northern Virginia and Richmond MSAs led the way, as was the case in the prior quarter.
- Over the year, the State gained 82,100 jobs, with Professional and Business Services, Education and Healthcare Services, and Leisure and Hospitality industries ranking highest in job creation.

Northern Virginia Metropolitan Statistical Area (MSA)

- The MSA gained 31,300 jobs, or 2.2 percent of nonfarm employment, and provided about 38 percent of statewide total job growth. The Private sector grew by 30,200 jobs, or 2.6 percent.
- Twelve of the 14 sectors grew, with three of them increasing by at least 5,000 jobs. The largest increase was recorded in Professional and Business Services (10,000 or 2.6 percent), with about two-thirds of the gain occurring in professional, scientific, and technical services and about one-fifth in administrative and support services.
- Other large increases were posted in Leisure and Hospitality Services (5,300 or 3.8 percent), Retail Trade (5,000 or 3.5 percent), and Private Education and Health Services (3,200 or 2.1 percent).
- Accommodation and food services and health care and social assistance provided about two-thirds and three-fourths of their respective sector's growth.
- Smaller gains were registered in Miscellaneous Services (2,700 or 3.5 percent), Mining, Logging, and Construction (2,000 or 2.9 percent), and Wholesale Trade (1,600 or 5.0 percent).
- The other increases occurred in Local Government (700 or 0.5 percent), Federal Government (500 or 0.6 percent), Transportation, Warehousing, and Utilities (400 or 1.1 percent), Finance, Insurance, and Real Estate (200 or 0.3 percent), and Manufacturing (100 or 0.4 percent).
- The declining sectors were Information (200 or 0.5 percent) and State Government (100 or 0.5 percent). Information's decline was increased by a strike in the Telecommunications industry.
- The area's unemployment rate, which is the lowest of the MSAs, declined from 3.8 percent to 3.0 percent, and its percentage point advantage over the state remained at 0.7.

ORGANIZATIONAL OVERVIEW

VISION, MISSION AND VALUES

VISION: We envision a vibrant business and workforce region that is globally competitive.

MISSION: We prepare individuals for high-demand careers and connect them to businesses.

VALUE PROPOSITION: We leverage data and expertise to provide labor market intelligence and analytics to our customers to help make business and career decisions. We provide easy access to services and a quality customer experience.

TAG LINE: We Help Northern Virginia Work.

CUSTOMERS: Our primary external customers are business and industry and job seekers (emerging, transitional, and incumbent)

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

- We seek to **catalyze change** in the community to build effective partnerships.
- We **act as a convener** of business and industry.
- We will **act as an intermediary/broker** between key stakeholders to ensure mutually beneficial relationships and outcomes.
- We will **strategically invest** in program innovation.

June 2016

Dislocated Job Seekers Cases

566

VS

Adult Job Seekers Cases

532

Average Dislocated Worker Salary at Placement

\$58,864

ORGANIZATIONAL CORE VALUES

Our Common Values:

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

INNOVATION. We embrace on-going innovation, creativity, and change for achieving continuous improvement and growth.

INTEGRITY. We live 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.

STEWARDSHIP. We are stewards of the public trust and take seriously our responsibility for fiscal management of the public tax dollars.

LEARNING. We know learning and growth matters for our community, for our employees, and for our organization.

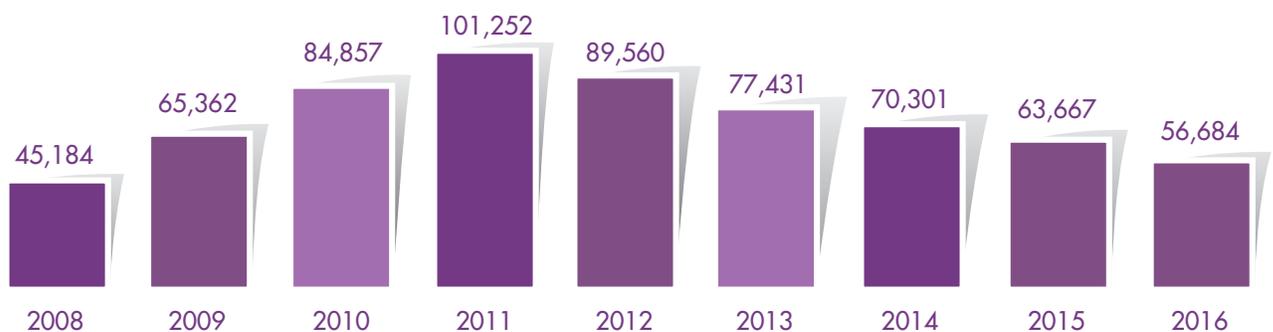
RESULTS. We are focused on results as essential to our success. Results are obtained by focusing on customer expectations, by providing a return on investment, and by ensuring future growth.

STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITIES for January 2017 thru June 2020

- Become a recognized, award-winning thought leader for workforce development.
- Expand strategic partnerships across the Northern Virginia and potentially Greater Washington DC Metropolitan Area to accomplish our goals.
- Maintain the viability of the Northern Virginia Workforce System's financial growth, quality delivery system and relevancy to job seekers and businesses.

Northern Virginia *SkillSource* Centers Adult Job Seeker Visits* 2008 - 2016



Total job seeker visits increased 25% between 2008 and 2016.

**Numbers include multiple visits by individual job seekers.*

STRATEGIC GOALS and OBJECTIVES

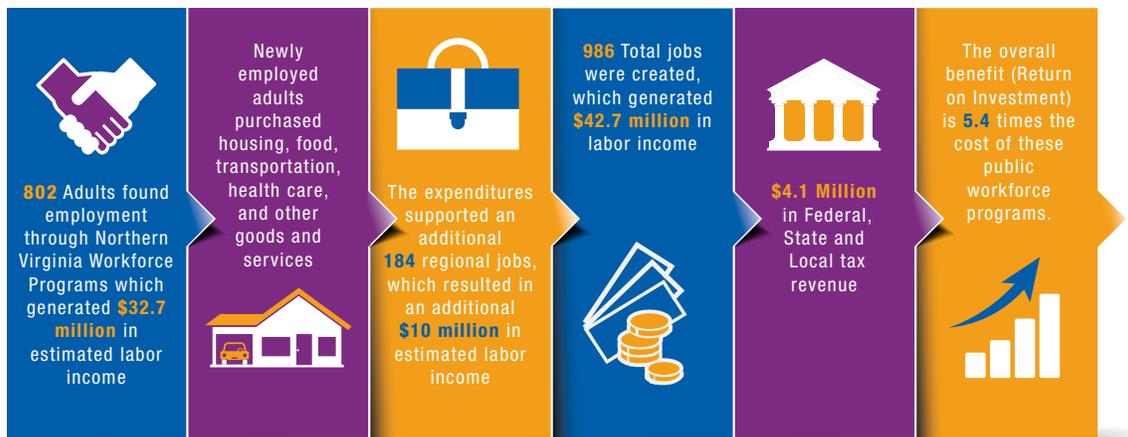
The following goals and objectives support the NVWDB in accomplishing the priorities set for the next three years

Strategic Goal 1: Be the regional go-to organization on workforce development as both a ‘thought leader’ and in delivering high-quality workforce services.

Key Objectives:

- Provide leadership on workforce issues within Northern Virginia and the Greater Washington, D.C. Region by designing and executing innovative pilots; developing a formal targeted industry sector approach based on best practices in the field; and creating and executing a strategy to serve small businesses.
- Transition Business Solutions from an industry partnership model to viable sector strategies model to meet broad talent needs of key industries.
- Continue to design, pilot and scale innovative workforce development solutions in collaboration with employers and *SkillSource* One Stop Employment Centers.
- Develop strategies that support the creation, growth and sustainability of local small businesses.
- Pursue opportunities to be recognized and to win awards within the profession and/or for customer excellence and quality.
- Enhance the NVWDB’s brand through expanded presence on social media and other methods. Continue to ensure a transparent, accessible workforce system.

SkillSource FY 2016 Economic Impact Study Highlights Positive Public Workforce Services Return on Investment



Strategic Goal 2: Expand and improve the talent pipeline of youth and adults for business.

Key Objectives:

- Strengthen workforce development strategies for adults that link education and career pathways to increased targeted sector employment opportunities, ensuring that workers have the skills needed to fill current and emerging high wage/high demand jobs.
- Strengthen workforce development strategies for youth that ensure access to education and training opportunities, particularly youth facing barriers to employment.
- Establish strong linkages with post-secondary institutions to align programming with career pathways and labor market demand.
- Promote registered apprenticeship programs.
- Build a highly efficient job placement infrastructure through alignment of local public and private services.
- Customize the service delivery processes to meet the needs of diverse populations, such as dislocated workers, older workers, veterans, low skilled adults, youth and adults with disabilities, offenders and other targeted job-seeker populations.

Strategic Goal 3: Continue to focus on quality and diversify funding to ensure a sustainable impact over the long term.

Key Objectives:

- Continue to diversify funding in support of a strong public and private workforce development infrastructure.
- Explore the feasibility of creating a social enterprise by investing in start-up businesses and related employment initiatives as a job creation strategy.
- Maintain and increase capacity to attract non-WIOA formula funding resources.
- Continue commitment to quality standards and a certification process.
- Continue to produce a Return on Investment (ROI) study annually.

58,000
FY17 Projected Job Seeker Visits

MEASURING RESULTS

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

1. Customer satisfaction increases and is sustained (measured for both job seekers and employers.)
2. The number of employers using services for the first time through the *SkillSource* Centers increases.
3. The number of repeat business customers increases.
4. Employer training related placement rates increase.
5. Revenue from non-WIOA formula sources is sustained and increases.
6. Results of the ROI study demonstrates to individuals using the services as well as to tax payers and community at-large the impact of public workforce programs.
7. Employers report that they have the skilled workers they need to remain competitive.
8. Businesses report that the NVWDB and its services are relevant.

PART II: EMERGING OPERATIONAL PLAN

Strategic Goal 1: Be the regional go-to organization on workforce development as both a ‘thought leader’ and in the delivery of high quality workforce services.

- 1.1 Provide leadership on workforce issues within Northern Virginia and the Greater Washington, D.C. Capital Region by designing and executing innovative pilots; developing a formal targeted industry sector approach based on best practices in the field; and creating and executing a strategy to serve small businesses.

Actions:

- Convene subject matter experts on a variety of community, economic and workforce development topics.
- Convene employers to identify future needs in targeted strategic industries.
- Collaborate with partners to strategically invest in real time ‘data mining tools’ and techniques.
- Create a dynamic and interactive method to push LMI data out to business, jobseekers and the community.
- Provide leadership to WIOA implementation through innovative strategies.
- Create champions by leveraging training providers, Board members, Center partners and staff; solicit endorsements and post on social media.

- 1.2 Transition Business Solutions from an industry partnership model to a viable sector strategies model to meet broad talent needs of key industries.

Actions:

- Utilize national best practices to create a targeted industry approach and specific industry alliances that meet to discuss the targeted industry’s workforce needs.
- Use social media to release a monthly ‘data report’

Strategic Goal 2: Expand and improve the talent pipeline of youth and adults for business.

- 2.1 Strengthen workforce development strategies for adults that link education and career pathways to increased targeted sector employment opportunities to ensure that workers have the skills needed to fill current and emerging high wage/high demand jobs.

Action:

- Further define the key elements of career pathways and convene local players to develop a common definition and approach

- 2.2 Strengthen workforce development strategies for youth that ensure access to education and training opportunities, particularly youth facing barriers to employment.

Action:

- Define the academic and core competencies required by employers

Strategic Goal 3: Continue to focus on diversifying funding resources to ensure sustainable impacts over the long term.

- 3.1 Maintain and increase *SkillSource* Group capacity to attract non-WIOA formula funding resources.

Actions:

- Aggressively pursue grant funding opportunities.
- Experiment with innovative partnership proposals, including new WIOA Pay for Performance contracts or other alternative funding resources.

- 3.2 Explore the feasibility of creating an independent social enterprise strategy by investing in start-up businesses as a way to generate funding and as a job creation strategy.

Actions:

- Examine other social enterprise models established by non-profit organizations and workforce development boards.
- Investigate how other local workforce development boards have established fees for business services.
- Create a separate Action Plan for social enterprise development, seeking specific Board member expertise for guidance and oversight to implement.



Northern Virginia Workforce Area #11 and **SkillSource** Center Locations



wi Northern Virginia **Workforce**
Development Board
Your One-Stop Skill Source

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